

FINAL INTEGRATED DEVELOPMENT PLAN



2018/2019

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IDP 2018/2019

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SECTION A

EXECUTIVE SUMMARY

A. SPATIAL DESCRIPTION OF MALUTI-A-PHOFUNG LOCAL MUNICIPALITY

Maluti-A-Phofung local municipality is situated in the Free State province of South Africa. It was established in terms of the provincial Gazette No. 14 of 28 February 2000 issued in terms of Section 21 of the Local Government Notice and Municipal Demarcation Act No.27 of 1998. Maluti-A-Phofung is a local municipality FS194 and was established on the 5th December 2001. Maluti-A-Phofung is made up of four former TLC Local Authorities which are QwaQwa Rural, Kestell Phuthaditjhaba and Harrismith. Figure 1 below shows the locality of Maluti-A-Phofung.

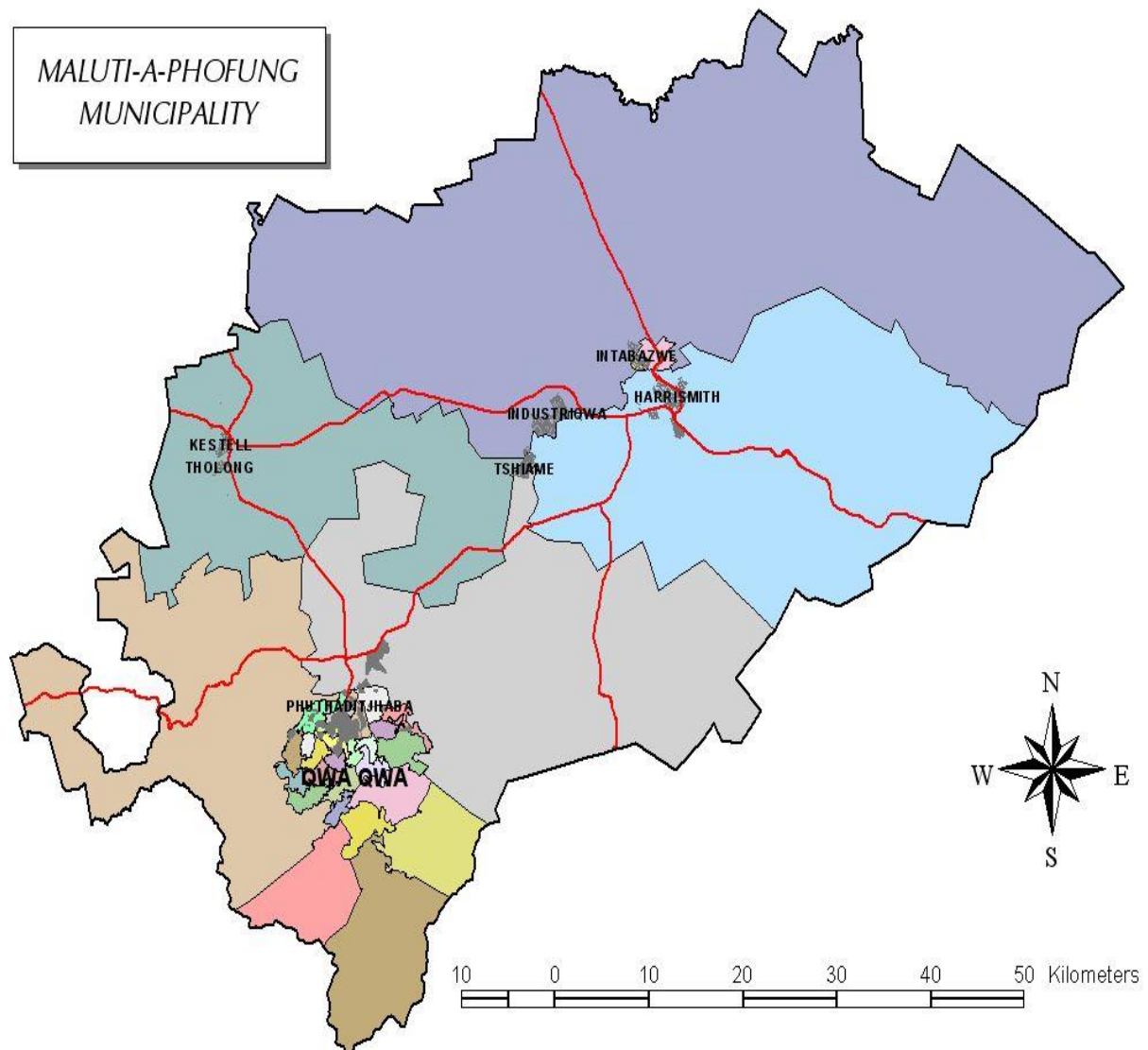


Figure 1: Maluti-A-Phofung Demarcation

The municipality comprises of 35 wards and covers approximately 4 421 km² in extent. Phuthaditjhaba is the urban centre of QwaQwa and serves as the administrative head office of Maluti-A-Phofung municipality.

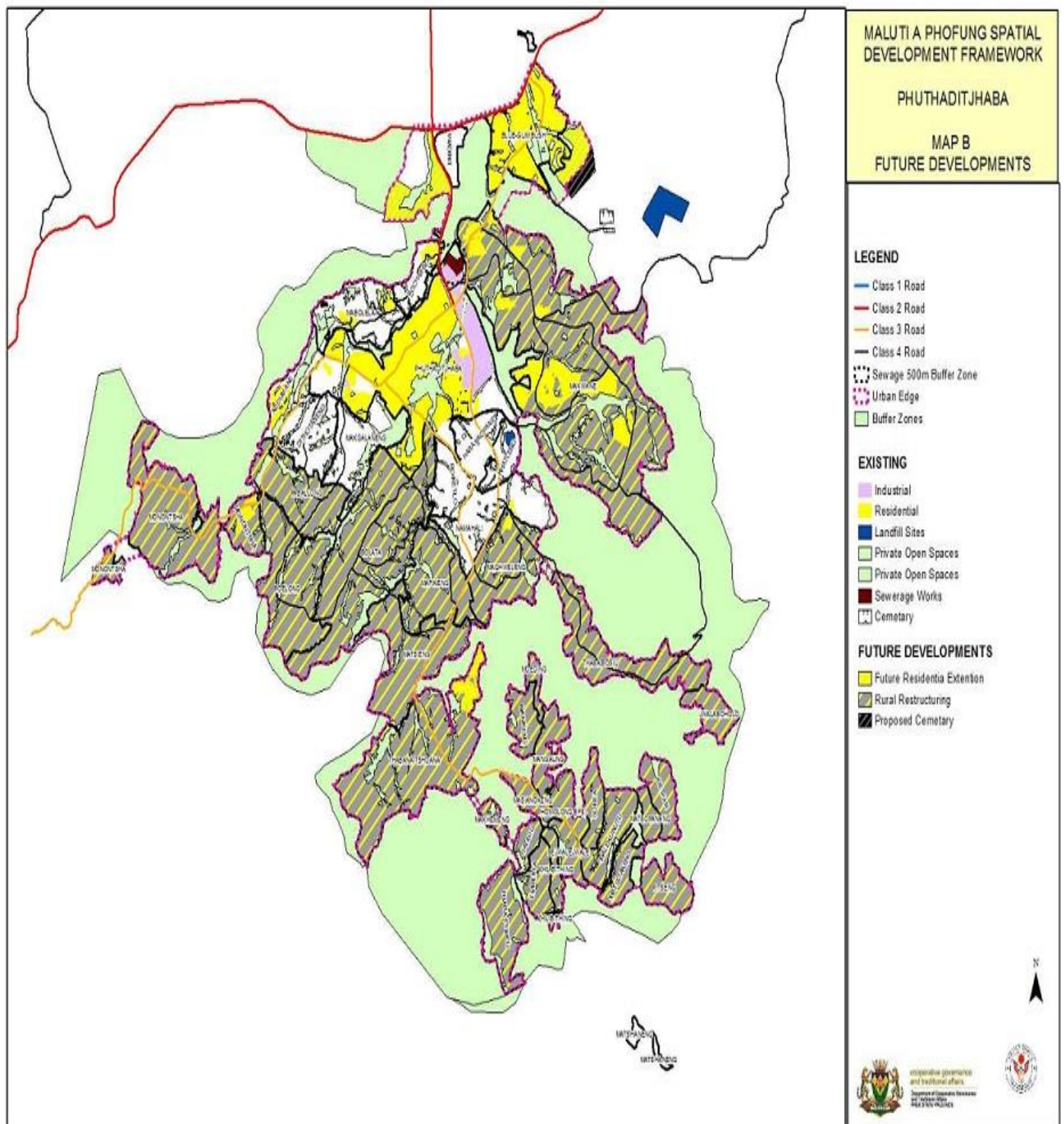
Surrounding Phuthaditjhaba are rural villages of QwaQwa established on tribal land administered by Department of Land Affairs. Harrismith is a service centre for the surrounding rural areas and a trading belt serving the passing N3 which links the Gauteng and KwaZulu-Natal provinces.

Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1,5km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and Qwaqwa. Kestell is a service center for the surrounding agricultural oriented rural area with Tlholong as the township.

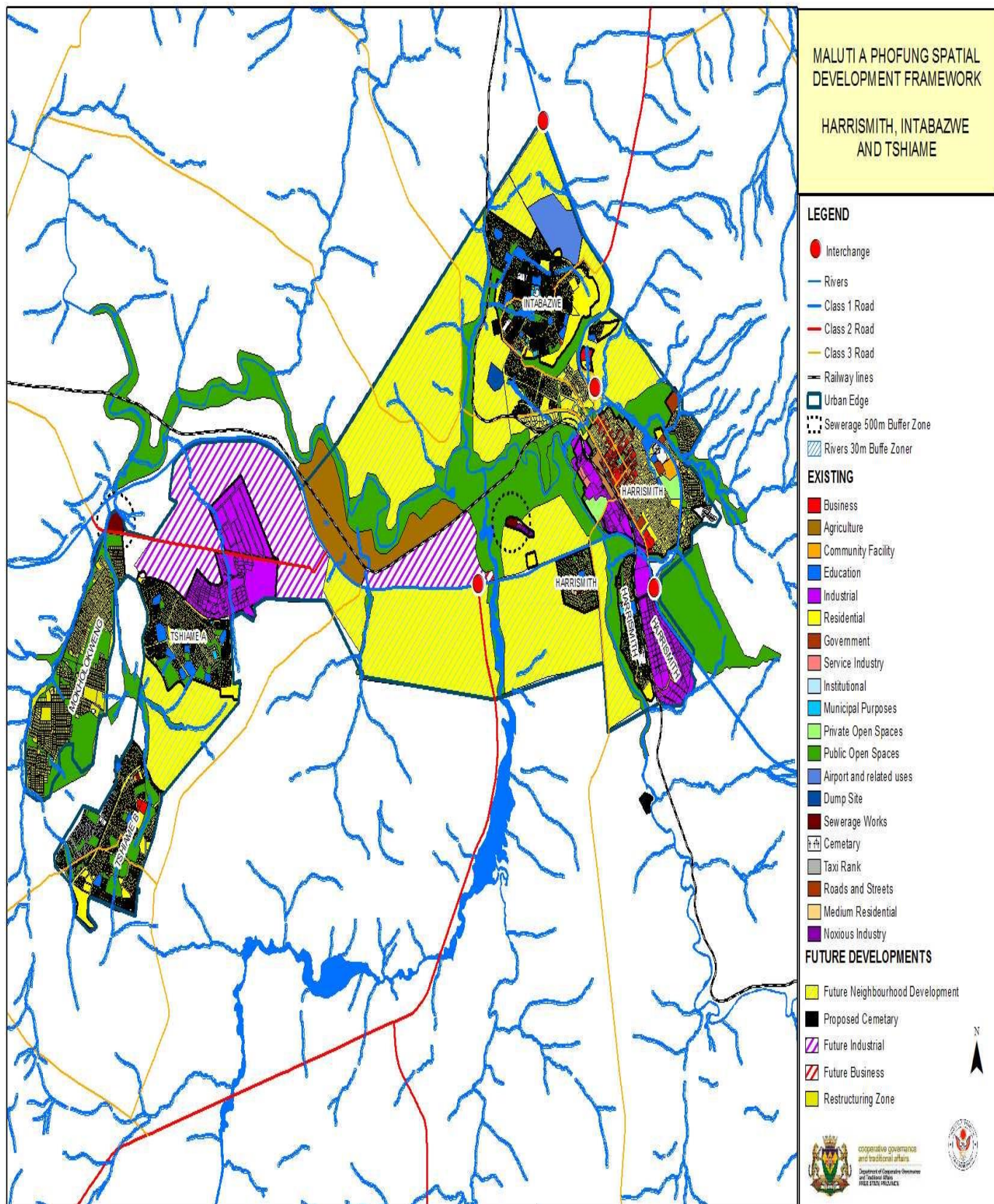
Kestell is situated along the N5 road that links Harrismith with Bethlehem. The rural areas of Maluti-A-Phofung comprise commercial farms and major nature conservation centres such as Qwaqwa National Park, Platberg, Sterkfontein Dam and Maluti Mountain Range.

The area is not only a tourist attraction destination, but also makes a big contribution in generating gross agricultural income for the whole of the Free State Province and is also highly regarded for its beef production in the sector of agriculture.

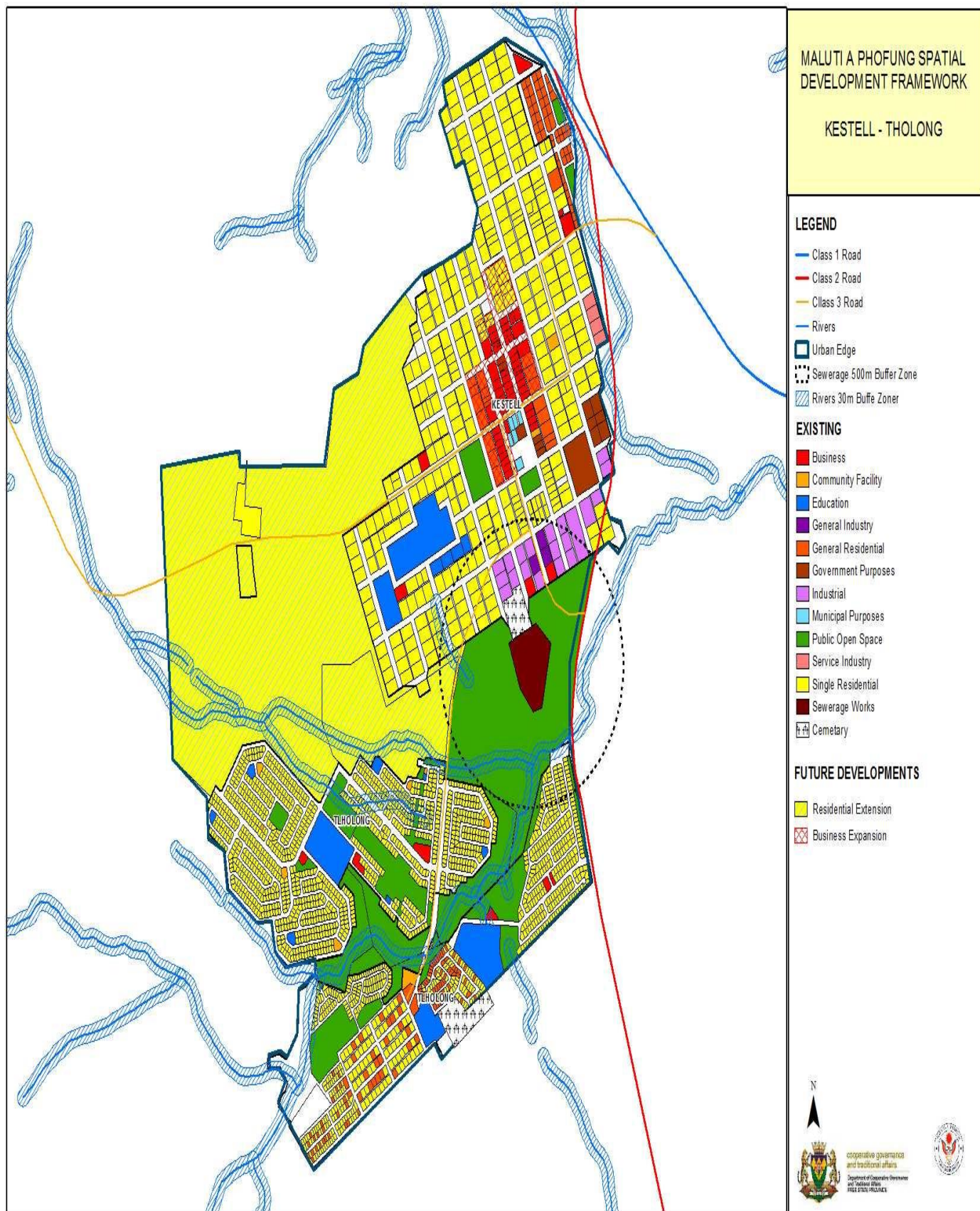
In comparison with the demographic composition of the rest of the Thabo Mofutsanyana District, MAP municipality has the highest population density with the 3rd highest population density in the Free State. Maluti a Phofung Local Municipality (MAP) is a Category B municipality located in the eastern part of the Free State Province. The municipality forms part of a scenic tapestry, which changes dramatically with each season, the beauty and tranquillity of which is palpable and almost overwhelming, which has as its rock-bed the famous Maluti Mountains, from which the municipality is named after. Majestic mountains with sandstone cliffs, fertile valleys of crops that stretch as far as the eye can see, fields of Cosmos and the golden yellow hues of Sunflowers, are just a few of the enchanting sights that make this region unique. Battle sites and memorials left over from bygone wars, ancient fossil footprints from a prehistoric era, a wealth of art and craft and renowned resorts make this part of the region a destination to explore. The municipality is made up of three major towns, namely: Harrismith; Kestell and Qwaqwa / Phuthaditjhaba. The following figures point out where various development would be taking place within the three towns of Maluti-A-Phofung in the next financial year.



QwaQwa - Phuthaditjhaba

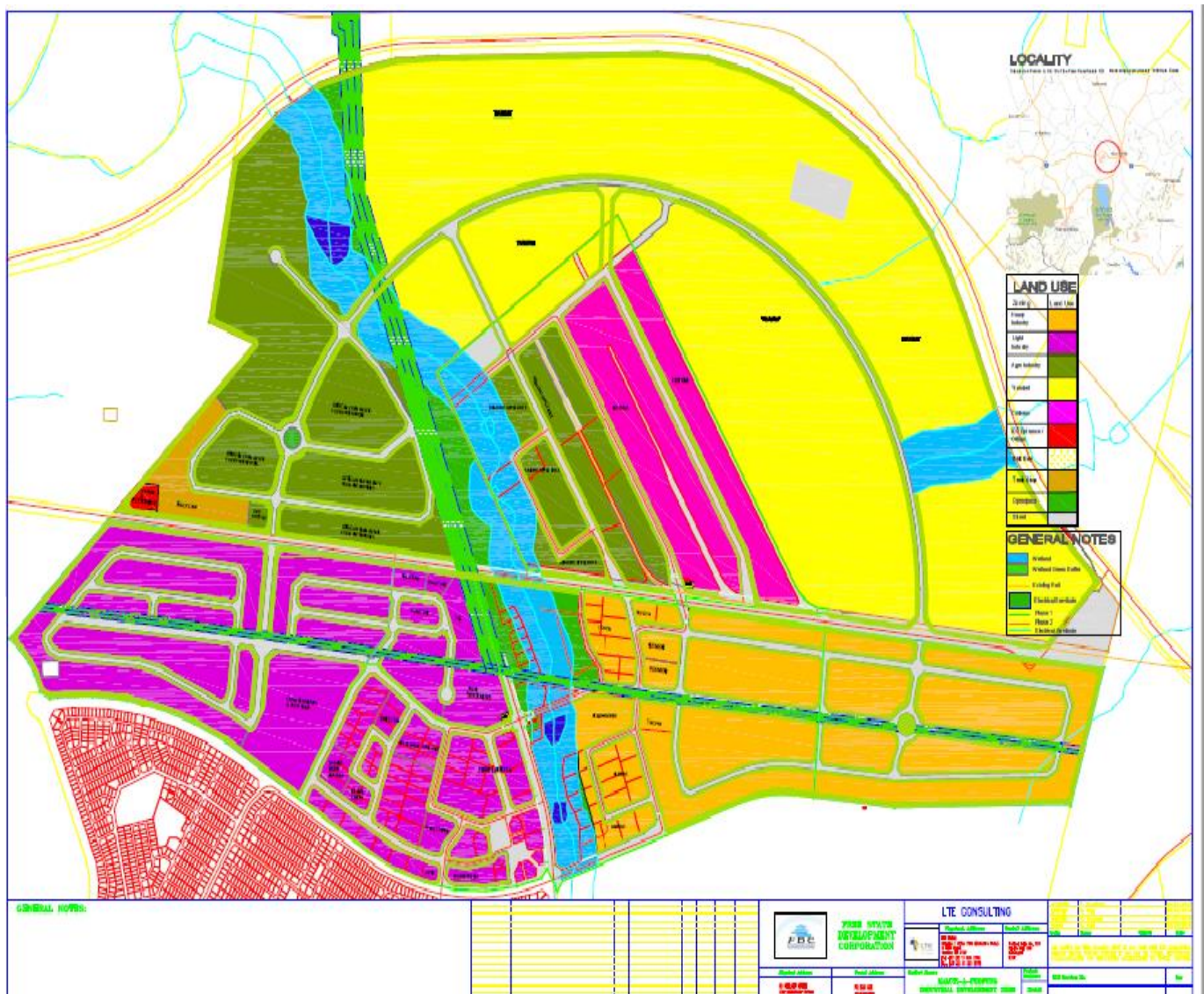


Harrismith, Intabazwe and Tshiame



Kestell – Tlholong

Special Economic Zone (SEZ) Spatial Development Layout



CULTURAL & HISTORICAL INFORMATION

Cultural and historical landscape of Maluti-A-Phofung Municipality lies within a rich heritage heartland of the Free State Province. Traditional systems of governance are prevalent and consistently applied within the municipal jurisdiction. Maluti-A-Phofung is imbued with historical sites of heritage significance. The list of such sites is presented below and according to their locations and towns within the municipality's area of jurisdiction. Therefore, it is imperative to preserve and promote such heritage sites so that they could contribute maximally to social cohesion and economic participation of local people. Non preservation and protection of these heritage sites and cultural resources could impact on the social cohesiveness of the area and the quality of life of residents. It could also result in the loss of economic opportunities available through the growing international market in cultural tourism.

The following sites obtained the status of World, National and Provincial heritage sites in terms of the new Act (SAHRA, 2003):

Phuthaditjhaba heritage sites

SITE NAME	DECLARATION TYPE
uKhahlamba Drakensberg	World Heritage Site
Chief Wetsies' Cave	
San Paintings sites	

Source: SAHRA 2013

Kestell heritage sites

SITE NAME	ARCHIVE STATUS	DECLARATION TYPE
Olivier Street, Kestell,	Register	Heritage Register
Olivier Street, Kestell	National Monument	Provincial Heritage Site
Nederduitse Gereformeerde Church, Van Riebeeck Street, Kestell	National Monument	Provincial Heritage Site

Harrismith heritage sites

SITE NAME	ARCHIVE STATUS	DECLARATION TYPE
Retiefklip, Kerkenberg, Harrismith District	National Monument	Provincial Heritage Site
Nederduitse Gereformeerde Church, Church Street, Warden, Harrismith District	National Monument	Provincial Heritage Site
Town Hall, Warden Street, Harrismith	National Monument	Provincial Heritage Site
36A Boys Street, Harrismith	Register	Heritage Register
Badenhorst Building, Warden Street, Harrismith	Register	Heritage Register
A E Odell Building, Stuart Street, Harrismith	Register	Heritage Register
Nederduitse Gereformeerde Church, Van Riebeeck Street, Kestell	National Monument	Provincial Heritage Site
Old Toll-bridge, Wilge River, Swinburne, Harrismith District	National Monument	Provincial Heritage Site
Swalu Bridge, Landdrost, Harrismith District	National Monument	Provincial Heritage Site
Farmhouse, Klerksvlei, Harrismith District	National Monument	Provincial Heritage Site

Source: SAHRA 2013

Number	Heritage site	Locality
1	Groenkop	Kestell
2	Paulus Mopeli Statue	Phuthaditjhaba
3	Botlokwa Monument	Phuthaditjhaba
3	Voortrekker Monument	Kestell
4	Dutch Reformed Church	Kestell

Source: SAHRA 2013

Summary of Cultural Heritage sites:

Heritage type	Phuthaditjhaba	Harrismith	Kestell
Historic or period buildings	*Morena Wetsi Cave *San paintings	*San paintings	*Dithako
Historic dwelling houses or hostels	*Matswakeng (Chief Koos Mota kraal)	*Market Hall	*Pops Station
Monuments and Structures	*Jwala-Boholo (mountains and graves) *Sefika sa Botlokoa(Monument)	*President Brand Bridge	*Graves not declared monuments
Natural land areas	*Caves in the mountains	*Botanical Garden *Purified Tree	*None

Source: SAHRA 2013

A.1 VISION AND MISSION

VISION

To be a sustainable, service oriented, tourist destination of choice

MISSION

To collectively provide sustainable and quality municipal services

STRATEGIC GOALS AND OBJECTIVES

- ☐ To ensure the provision of Infrastructure development and service delivery
- ☐ To promote local economic development
- ☐ To ensure spatial planning
- ☐ To ensure good corporate governance and public participation
- ☐ To ensure municipal transformation and organisational development
- ☐ To ensure municipal financial viability

CORE VALUES

- ☐ Professionalism
- ☐ Teamwork
- ☐ Accountability
- ☐ Integrity

The Constitution of the Republic of South Africa bestows upon government, and municipalities in particular, a developmental mandate in as far as service delivery should be planned, focused and carried out. Practical manifestation of this Constitutional provision is further found in the promulgation of the Municipal Systems Act (No 32) of 2000, which warrants that preparation of an Integrated Development Plan (IDP) should be a legislated requirement. Such legislative provisions seek to ensure service delivery through preparation and usage of IDPs as prime instruments and tools to deliver on the above developmental mandate and role of local government.

Legislatively, such an instrument facilitates inter and intra-sectional, governmental relations and collaborations with a view to making key decisions on matters relating to plans, budgets and performance management for all functional areas of municipal operations. Section 152 of the Constitution succinctly provides the Objects of Local government as to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, to promote a safe and healthy environment; and to encourage the involvement of communities and community organisations in the matters of local government. Communities must participate in planning processes through consultative meetings and fora.

Over and above consultation of all stakeholders, Traditional Leaders are consulted during the time of IDP as per the provision of Traditional Leadership and Governance Framework Act, No. 41 of 2003 and Regulations as the municipality's governance is entrenched richly in Traditional Leadership.

The Municipal Systems Act further posits that an IDP must be reviewed annually to re-evaluate and re-assess the municipality's development priorities, challenges and seeks to accommodate development nuances and obtaining realities prevalent in communities.

Deliberate focused efforts at functionally involving communities and other stakeholders on its plans and overall performance have made certain that Maluti-A-Phofung municipality operates within the required legal parameters thus bringing government to the people. As such, this entire exercise conforms and complies with the review mandate and legal requirements.

The challenges the municipality faced is the negative Audit opinion, high rate of unemployment, massive roads and storm water backlogs, reliable water, electricity supply and land availability for cemeteries in rural areas, mushrooming of informal settlements, community unrest and possible disconnection of electricity by Eskom. The problems were assessed after the processes of IDP and prioritization of what needs to be done first. There is also development on the prioritized challenges as there is agreed upon payments with Eskom. The Action plan for the Audit opinion is in place and some of roads are currently in construction. There is development in the municipality of many projects that are implemented.

A.2 LEGISLATIVE FRAMEWORK

Given the political history and socio-economic background of South Africa, sections 152 and 153 of the Constitution bestow the powers and responsibilities for community development categorically upon municipal authorities. From the backdrop of parallel development and uncoordinated planning, Constitution further enforces principles of vertical and horizontal coordination and cooperation for purposes of sustained improvement of livelihoods among all spheres of government. At the centre of these processes, are elements of inclusiveness, responsiveness, quality service, buy-in, openness, transparency, public participation, value for money and democratic order.

Importantly, these are Batho Pele Principles that guide all spheres of government in discharging their assigned mandates and responsibilities. An IDP is informed by national priorities as outlined by the President, Ministers whose portfolios intersect with local government, Free State Growth and Development Priorities, district & municipal considerations, and community needs on the ground.

Such a dispensation is underpinned by the following legislative framework:

- ❑ The Constitution of the Republic of South Africa
- ❑ New Development Plan 2030
- ❑ National Spatial Development Perspective
- ❑ Free State Provincial Growth & Development Strategy
- ❑ IDP Guidelines
- ❑ Spatial Development Framework (SDF) and Land Use Management
- ❑ Municipal Systems Act
- ❑ Municipal Structures Act
- ❑ Municipal Finance Management Act

A.3 PURPOSE AND COMPLIANCE OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

Integrated Development Plan serves the purpose of consolidating municipal-wide planning process that provides a framework for the future planning of development in a municipality. It ensures vertical coordination and integration across the three spheres of government, viz, national, provincial and local. It guides and informs municipality in all planning, budgeting, management and decision-making processes. It is through an IDP that municipality endeavours to develop a set of long term goals and five year objectives that will form the basis of its yearly business planning and budgeting to be implemented by various divisions on an on-going basis. This framework is strengthened by provision of Municipal Finance Management Act of 2003, section 21(1) (b) in that:

“The Mayor of a municipality must coordinate the process for preparing the annual budget and for reviewing of the municipality’s IDP and budget-related policies to ensure that the tabled budget and any revision of the IDP are mutually consistent and credible”.

According to section 3(4)(b) of Municipal Planning and Performance Regulations, “the ward councillor and ward committees must assist to coordinate and facilitate public participation during IDP hearing sessions”.

Key to ensuring the coordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP). To map out the delivery-success path, SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators. Through this IDP, municipality will be informed of the challenges faced with and will further be guided by information on available resources. In this way, municipality will be able to develop and implement appropriate strategies and intervention measures to address challenges.

Thus the objectives of institutionalization of efficiency, deepening of democracy, rationalization of resources for purposes of closing the gap between rural and urban areas and promotion of intergovernmental relations for improvement of people’s livelihoods.

Given its legal status, an IDP supersedes all other plans that guide developments of municipality. It must conform to the credibility framework for the purpose of compliance. The Cooperative Governance & Traditional Affairs Department in their guide for credible IDP framework provides that every municipality’s IDP be comprehensive and exhaustive in their scope of coverage, to include all areas of municipal operations and work and must respond to the following national key performance areas:

Basic Service Delivery; Local Economic Development (LED);
Municipal Transformation & Organizational Development;
Municipal Financial Viability & Management;
Good governance and Public Participation

Long term development vision of the municipality; municipality’s development priorities and goals for its elected term; municipality’s development strategies which must be aligned with national and provincial sectoral plans and planning requirements and the Spatial Development Framework (SDF)

A.4 APPROACH & METHODOLOGY ADOPTED

Inherent within the people-cantered approach adopted during review of the IDP document, was an element of extensive consultations with role-players, ward committees, community development workers, NGOs, businesses sector, Community Based Organisations (CBOs), Faith Based Organisations (FBOs) and various interested parties to validate the outcome of the process undertaken thus fully comprehending the immediate challenges facing the municipality and practical interventions needed to resolve such.

The involvement of ward councillors, ward committees and traditional leaders has been an effective role by ensuring that communities participate effectively in the planning of development within the IDP processes. This approach ensures collective engagement and communal involvement in matters concerning the collective good of the local communities at large. As such, challenges and achievements are jointly owned by all role-players including the municipality and the community.

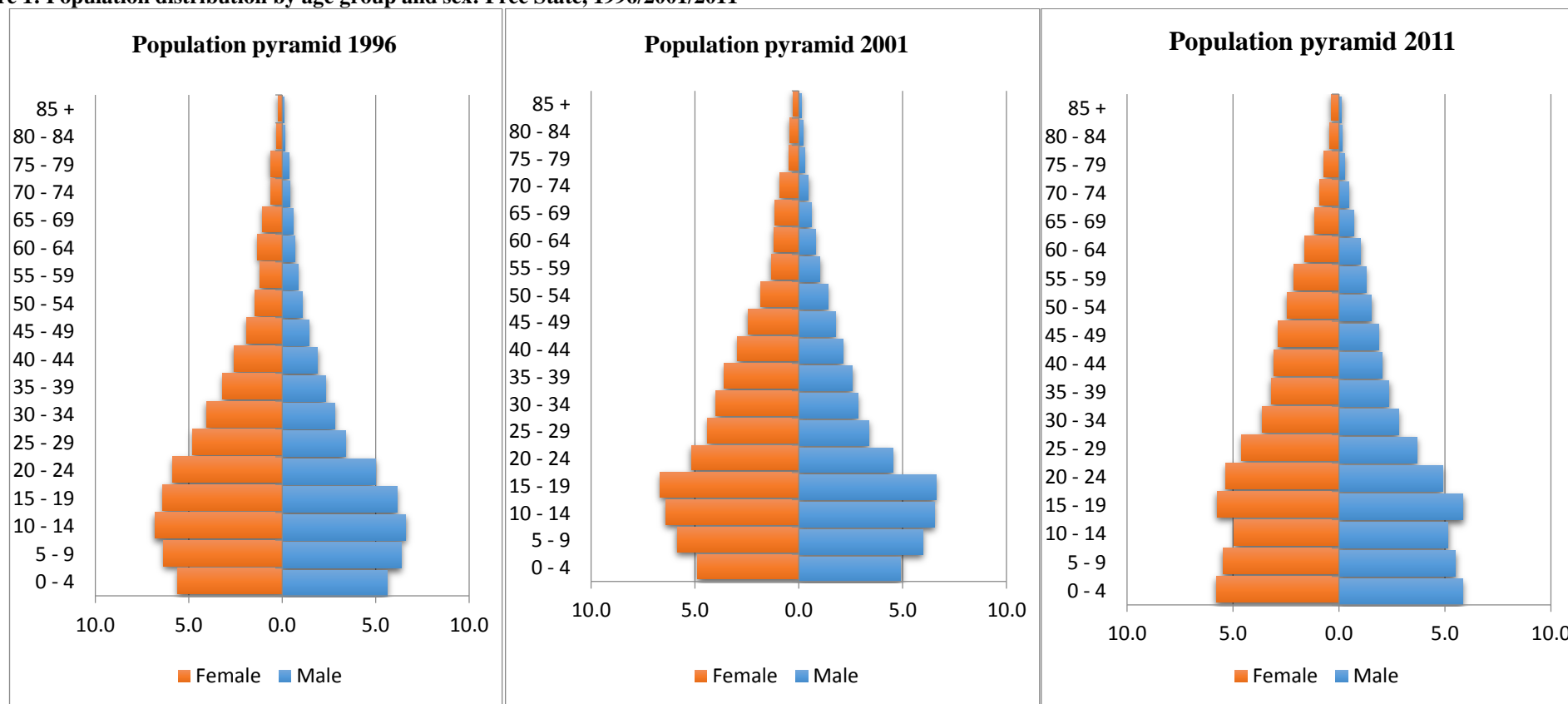
Maluti-A-Phofung municipality recognizes its Constitutional mandate of facilitating development processes in an integrated manner. The municipality must seek to base its planning and allocations towards rural development initiatives thus tapping into provincial and national priority allocations to execute the task at hand.

The approach adopted validates an attempt to consistently align the document with realities of the resource-based available (both human and financial within MAP Municipality). A synergy has thus been created between and among all concerned stakeholders and role-players in as far as community development is concerned. This is, however, the cornerstone of a successfully developed and implemented IDP per legislative provisions.

SECTION B

B. DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

Figure 1: Population distribution by age group and sex: Free State, 1996/2001/2011



Source: Statistics South Africa, census 1996/2001/2011

Population pyramids depict and represent bulge at the lower levels age groups 10- 24 for 1996, 10-19 for 2001 and 15-24 years old for 2011. This shows that the Maluti a Phofung municipality consists of the young population who still needs to go to school and enter the labour market in few years. It also shows that the older population 60 years and above lives longer. Females seem to be out living the males as shown in the pyramid that on the female side for older population it is wider than the male side. In 2011 the pyramid shows that there was an increase in fertility or the improvement in child mortality rates, a reflection of the decline in child mortality. .At the moment the 5% decline of population may not specifically be attributed to specific variables, which may be: - Deaths as a result of opportunistic diseases, migration as a result of job opportunities outside Maluti-A-Phofung.

Table 1: Population Profile by sex and age group

Age group	Male	Female	Total
0 – 4	19604	19386	38991
5 – 9	18480	18365	36845
10 – 14	17256	16605	33861
15 – 19	19676	19274	38950
20 – 24	16468	17915	34383
25 – 29	12389	15420	27809
30 – 34	9446	12157	21603
35 – 39	7958	10694	18652
40 – 44	6848	10336	17184
45 – 49	6302	9613	15914
50 – 54	5198	8243	13441
55 – 59	4314	7190	11504
60 – 64	3457	5400	8856
65 – 69	2313	3850	6163
70 – 74	1552	2995	4547
75 – 79	978	2357	3335
80 – 84	517	1524	2041
85 – 120	453	1252	1705
	153209	182576	335785

Source: Statistics South Africa, 2011

Age group	Male	Female	Total
Children: 0-14	53741	54138	107879
Youth: 15-34	67512	75123	142635
Adult: 35-64	30763	43969	74732
Elderly: 65+	9259	18946	28206
TOTAL	161275	192177	353452
Dependency ratio			62.6

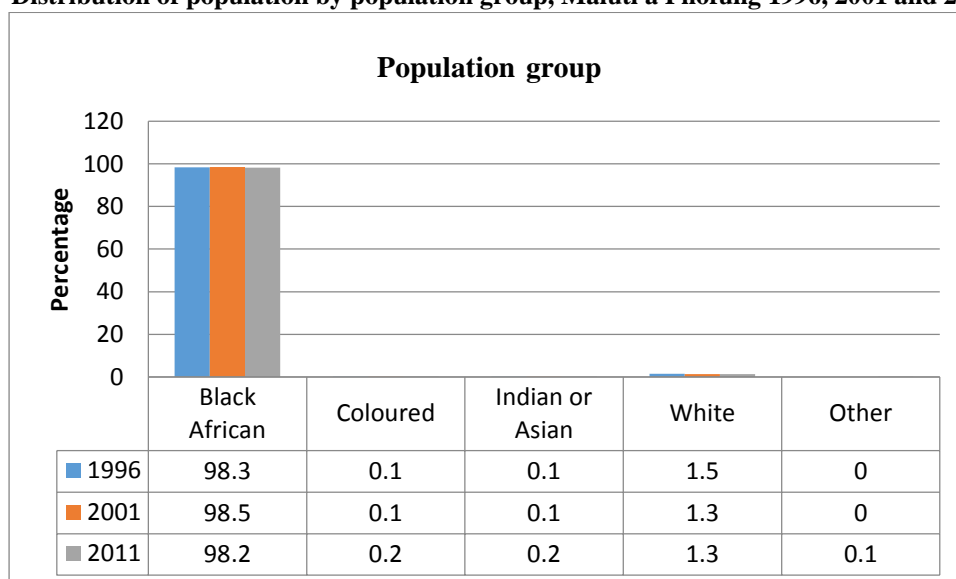
STATSSA: Community Survey 2016

The figures above indicate density of youth population within MAP Municipality. Out of gross population of 335 785, the youth in the age group category of 15 – 34 years, constitute 122 745 in total.

This is a huge municipal population percentage of 39.5% which clearly denotes that future planning and creation of opportunities by the municipality and respective role-players must take into account this “energy”. The number of youth within municipality had decreased compared to the total number in 2001 Census to 2011. The dwindling numbers of youth comes to the fore as a result of migration to other Provinces for job opportunities, including also deaths of various opportunistic diseases amongst other causes of a decline of youth in numbers. The number increased in 2016 Community Survey to 142 635 as a result of migration to education and some job opportunities.

Community and civic activity may be enhanced for positive reasons if constructive intervention measures are timeously implemented. In terms of youth and gender development, much has to be done by respective directorate/s within MAP municipality to address issues of creation of opportunities for higher learning, mainstream & non-mainstream economic participation opportunities, higher levels of health education & literacy for prevention of diseases, establishment of recreational facilities, development of sports, deliberate promotion & development of arts and culture, etc. as these are the most applicable means of edu-training and properly channelling youth energies.

Distribution of population by population group, Maluti a Phofung 1996, 2001 and 2011



Source: Statistics South Africa, census, 1996, 2001 and 2011

There were more males in the Indian population than females (i.e. 157, 132 and 129 males per 100 females respectively)

	Male	Female	Total
Black African	159814	190444	350258
Coloured	232	291	523
Indian/Asian	203	63	266
White	1027	1379	2406
TOTAL	161275	192177	353452

STATSSA: Community Survey 2016 : Created on 26 October 2016

The figure above indicates that the Black African population is dominant in the municipality. It is also evident that the white population is declining. The figures underneath reflects population distribution by racial groups. Here are the figures as captured in both the Census 2001, Community Survey of 2007 and Community Survey 2016.

Population of Maluti-A-Phofung

	Population
Census 2001	360 787
CS 2007	385 413
Census 2011	335 785
Community Survey 2016	353 452

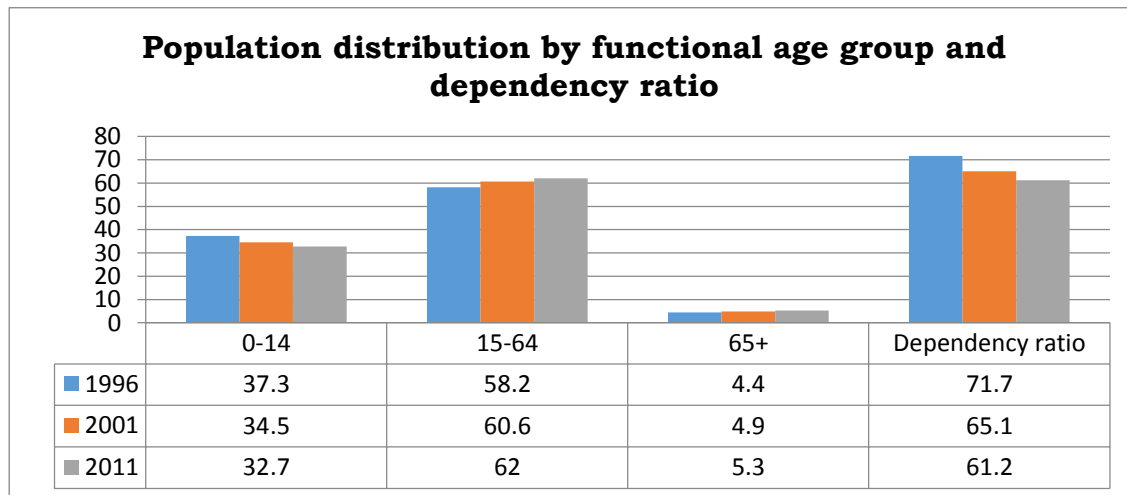
Source: Statistics South Africa, Census 2011, 2016 Community Survey

The figures above indicate density of youth population within MAP Municipality. There is an increase of population between 2011 and 2016.

However this information may not be disputed since Census is an authorized body for stats. However in Miletus Consulting engineers while were contracted by MAP municipality in 2007 cited that 385 413 was very low and as part of another project Miletus Consulting Engineers physically counted individual houses and dwellings in the QwaQwa area, and a total of 83 300 households were digitally logged. In line with a generally accepted density of 6 persons/dwelling, the 2007 population of QwaQwa was estimated at 500 000.

This is one area that warrants urgent municipal attention for gathering of proper statistical evidence for planning purposes, with more reliable and credible updated data.

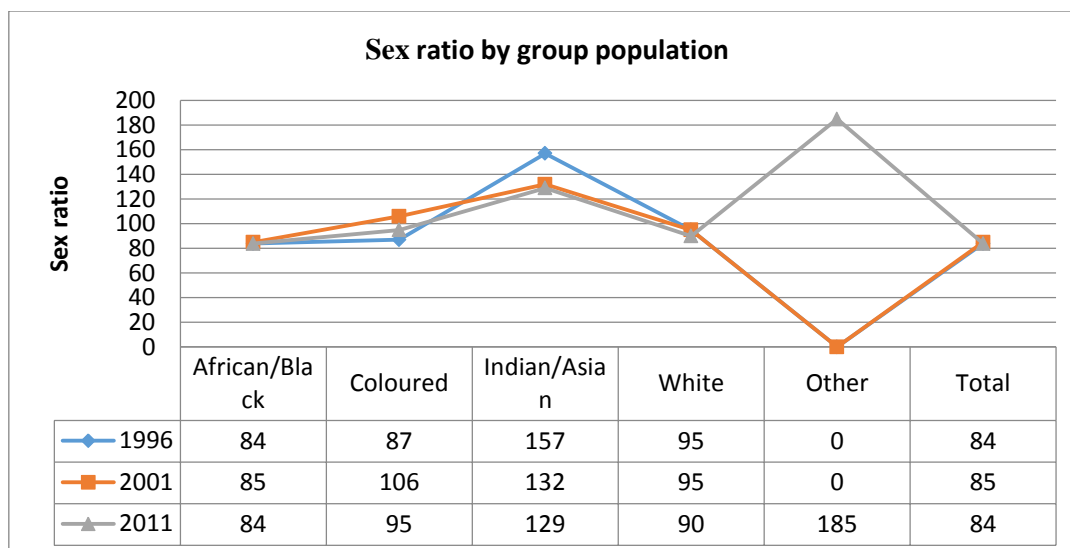
Figure 3: Distribution of population by functional age groups and dependency ratio, Maluti a Phofung: 1996, 2001 and 2011



Source: Statistics South Africa, Census 2011

Figure above indicate functional age group and dependency ratio of Maluti a Phofung local municipality over the three consecutive censuses. It is evident that dependency ratio declined from 72% in 1996 to 61% in 2011. This implies that, the working age group (15-65 years) increased whereas the young (0-14 years) and the elderly (15-65 years) decreased gradually.

Distribution of population by sex ratio and population group, Maluti a Phofung: 1996, 2001 and 2011



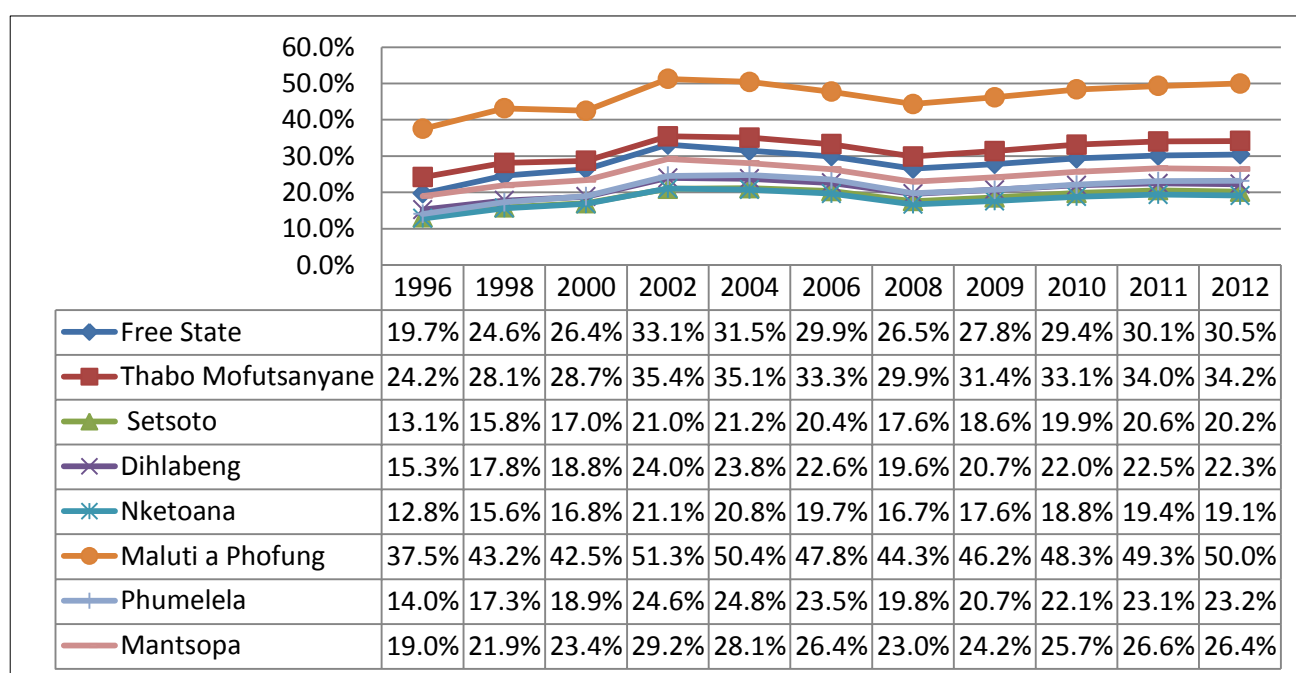
Source: Statistics South Africa Census 1996, Census 2001 and Census 2011

Geography hierarchy by sex	
Male	161275
Female	192177
TOTAL	353452
Sex ratio (Males per 100 Females)	84

STATSSA: Community Survey 2016: Created on 26 October 2016

The figure above shows the sex ratio of Maluti a Phofung local municipality over the years 1996, 2001 and 2011. Over the years 1996, 2001, 2011 and 2016, there were more females than male (i.e. 84, 85 and 84 males respectively for every 100 females).

LOCAL ECONOMIC DEVELOPMENT

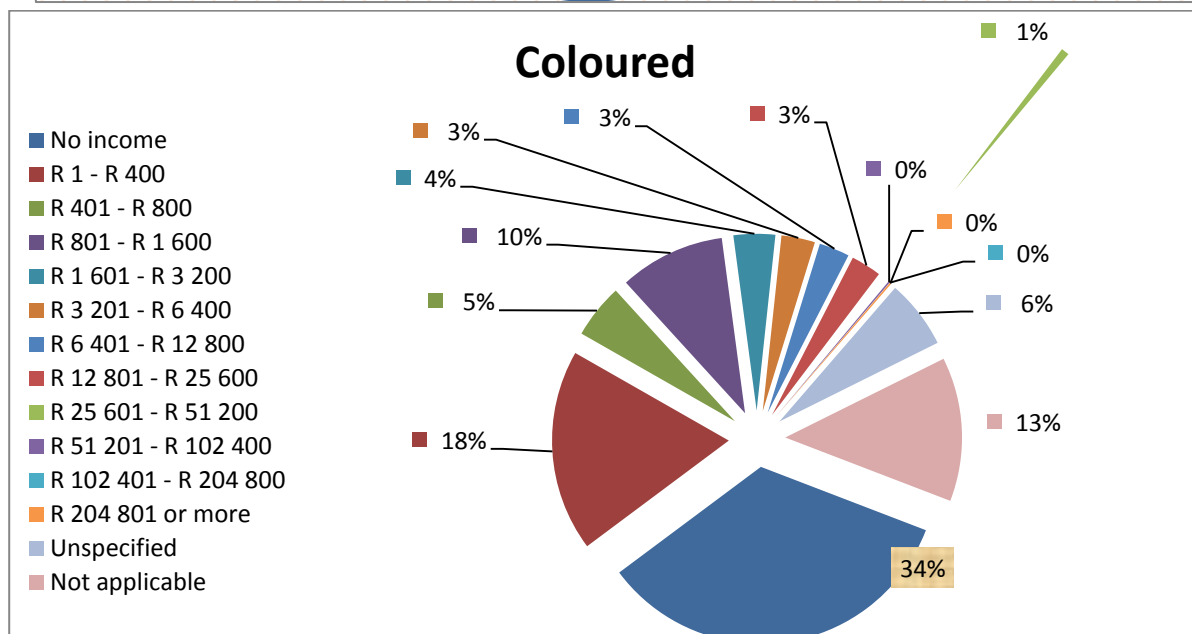
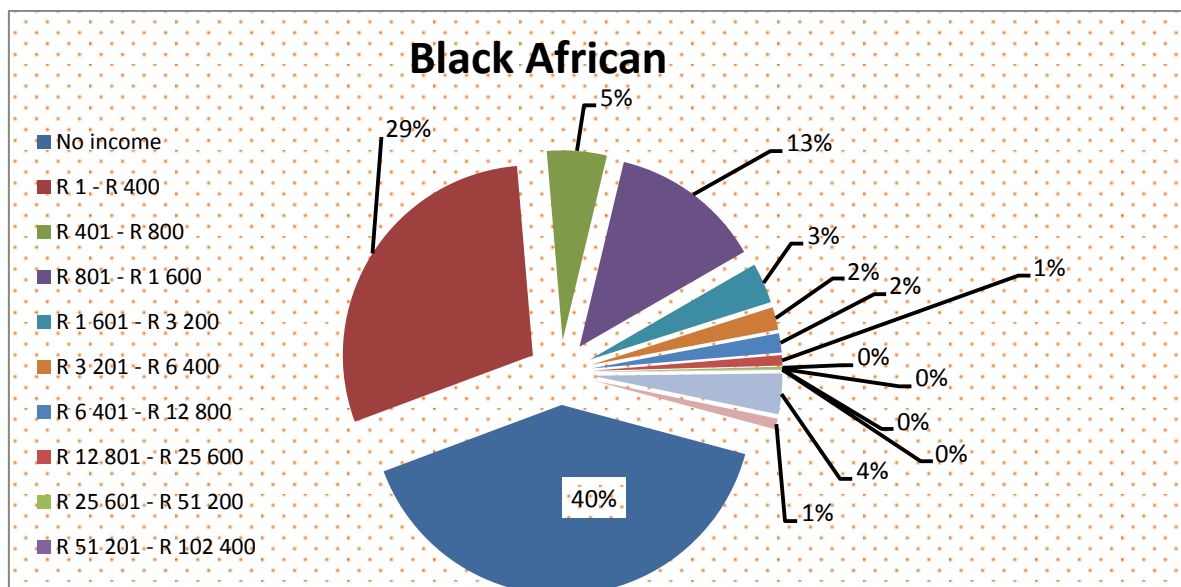


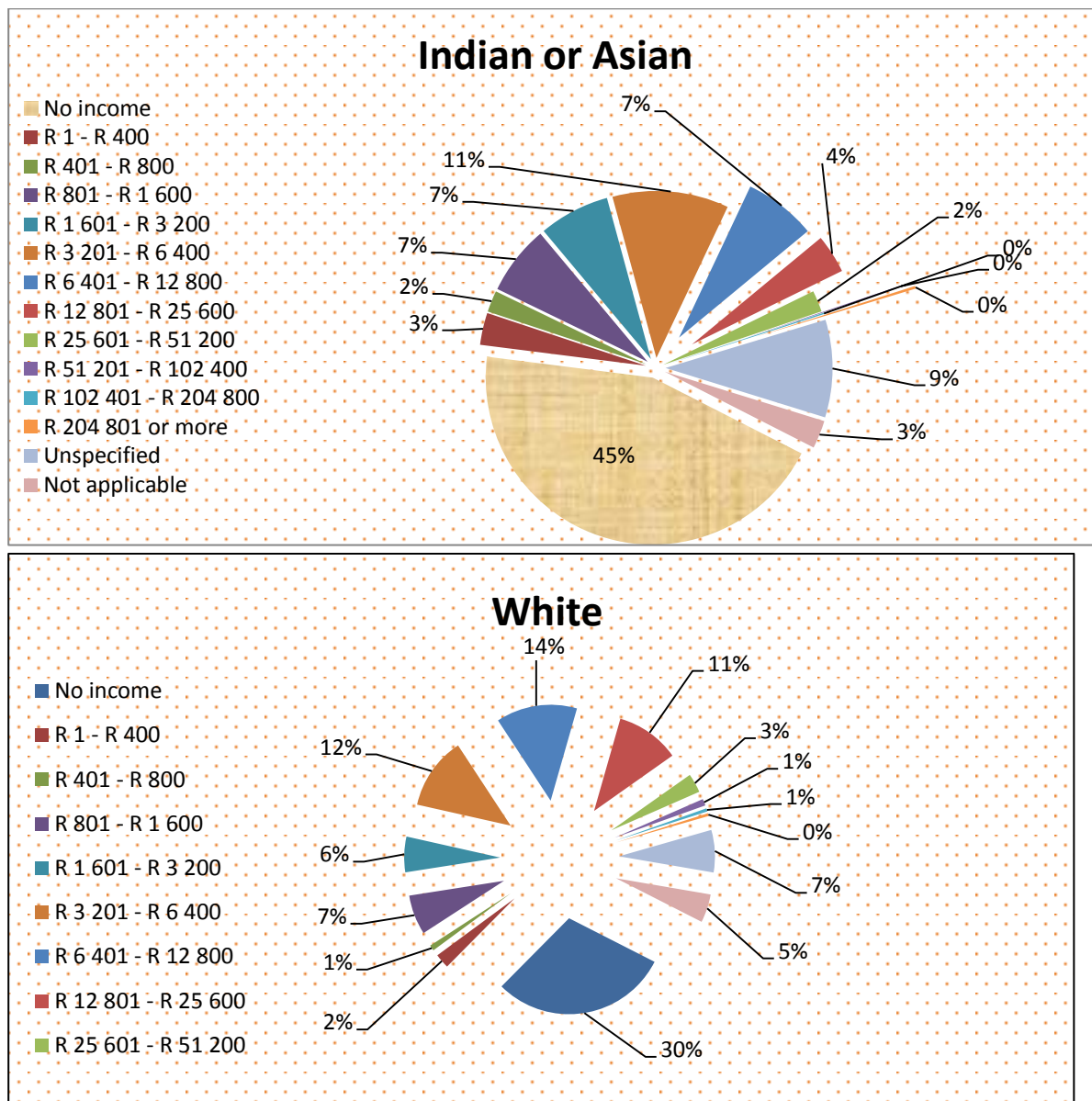
Source: Global Insight, Regional eXplorer, 2013

An analysis of the employment distribution of Maluti-A-Phofung municipal area in the various economic sectors revealed that 24% of the total workforce was employed in the social services sector, compared to 14% by private households, 13.6% by manufacturing and 11.7% by trade. The primary sectors namely agriculture and mining were only responsible for 6.2% of all employment opportunities.

The unemployment rate in Thabo Mofutsanyane is the highest, followed by Motheo, Xhariep, Lejweleputswa and Fezile Dabi. If one compares the unemployment levels with the other local municipalities in Thabo Mofutsanyane, it is evident that Maluti-A-Phofung Municipal area has an unemployment rate that is more than double that of other local municipal areas. Maluti-A-Phofung Municipal area is also responsible for 66% of the unemployment of the district. The unemployment rate for Maluti-A-Phofung Municipal area was 51% according to the Demarcation Board (2000).

B.1 MALUTI-A-PHOFUNG ECONOMIC PROFILE





Source: Statistics South Africa, Census 2011

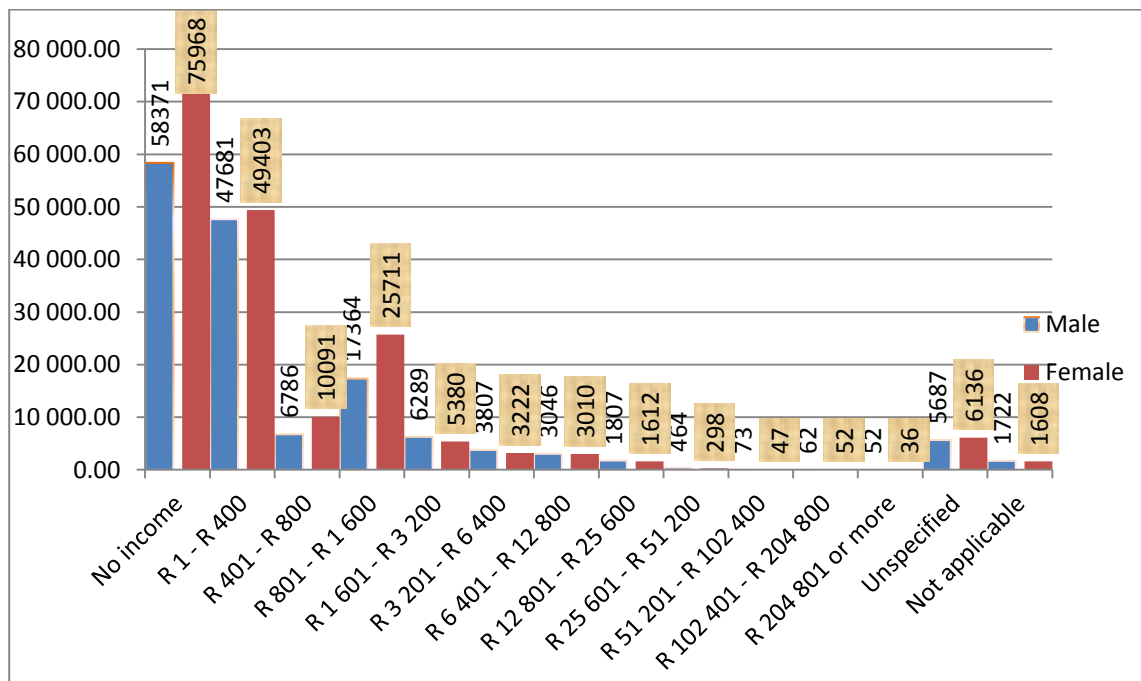
The figures above show a disturbing pattern. The figures above depict a picture of inequality with regard to income generation amongst the community. There range between the low and the high earning people is still high, comparing also the level of unemployment with those who do not earn an income. The situation has not yet changed as compared to the research conducted in 2001 and Community survey of 2007 by STATSSA. Over 50% of the community of Maluti-A-Phofung municipality is still unemployed. Just around 25% is earning in the region of R400 per month. The other 12, 5% of the MAP Municipality is earning in the region of R800 per month.

Therefore, one can conclude that only 40% of the municipal population is economically active with an average income of R600p/m, as a figure covering +250 000 people per the table above.

Surely this is 25% below the national baseline of R800pm for basic living wage. Various sectors of economy have to bring about intervention mechanisms to better the economy of MAP This would only be done through LED for job creation and enhancement. Non-formal job creation systems as practiced by rural communities of MAP municipalities have to be encouraged.

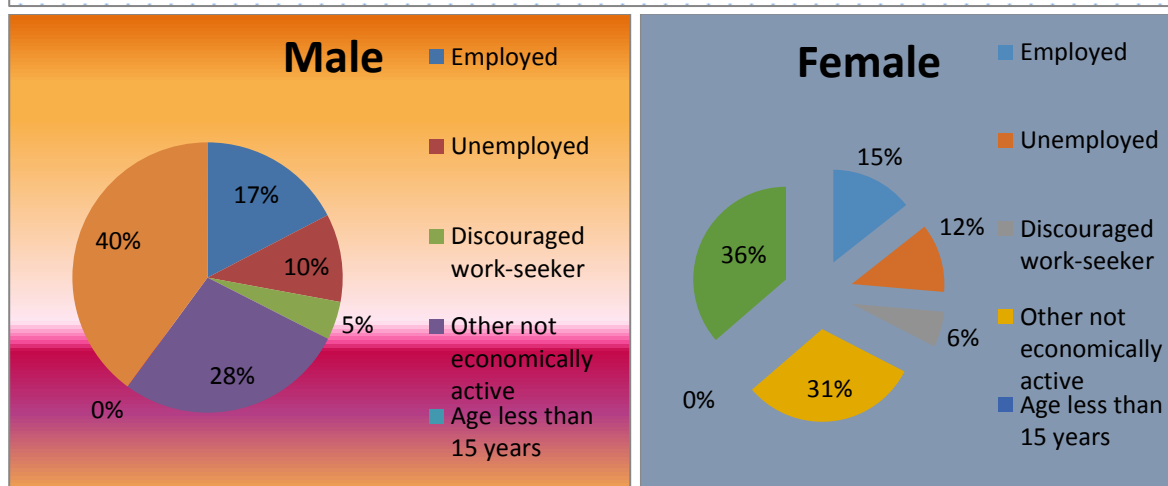
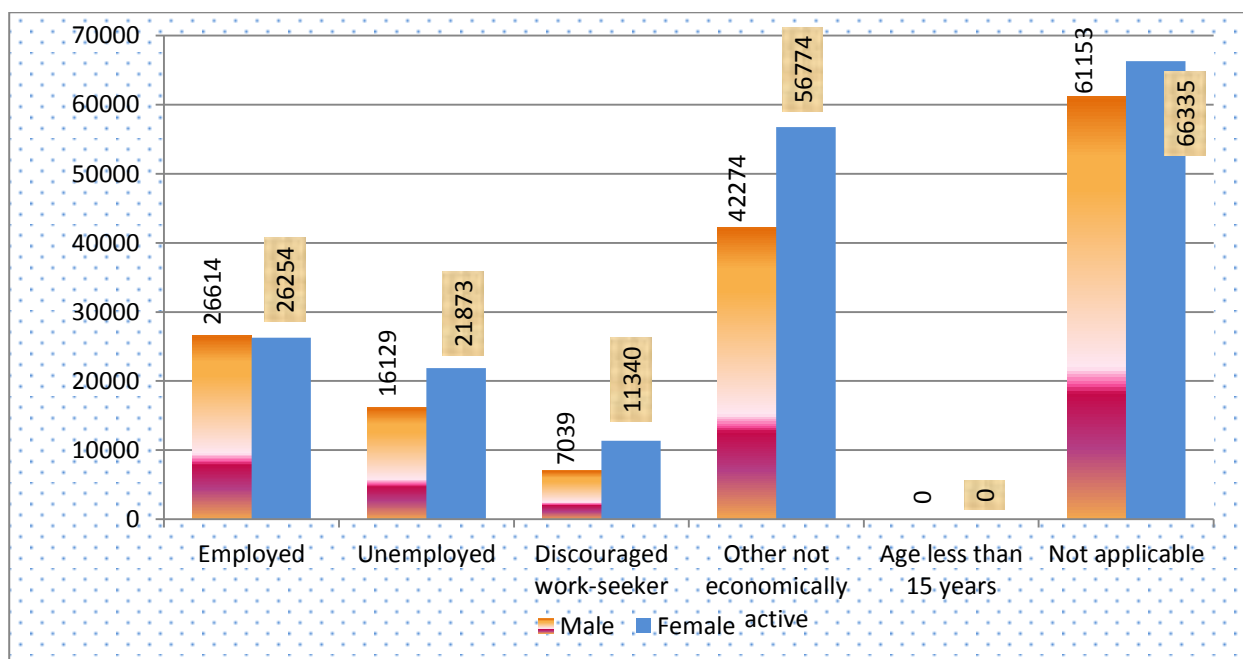
Backyard gardens, community gardens, small scale communal projects by rural inhabitants have to be supported in partnership with the department of social development, department of youth, gender & women, department of agriculture, department of public works & rural development, etc., to broaden and increase income network base and threshold. Municipality must supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation These programmes are of vital importance to sustain and improve the livelihoods of unemployed groups. Social Development and Community Services Social and Human Development Protecting should assist with programmes that will enable the poor to change their status from the worst impacts of the economic downturn to a better living.

Distribution of individual income within MAP according to Gender:



Source: Statistics-South Africa, Census 2011

Official employment status within MAP according to Gender



Source: Statistics South Africa, Census 2011

Distribution of individual monthly income within MAP according to population groups

Income range	Black African	Coloured	Indian Asian	or	White	Other	Total
No income	132421	232	344		1274	67	134338
R 1 - R 400	96793	126	24		105	36	97084
R 401 - R 800	16766	34	16		40	20	16877
R 801 - R 1 600	42627	66	52		285	45	43075
R 1 601 - R 3 200	11300	26	53		255	35	11669
R 3 201 - R 6 400	6384	21	87		521	17	7030
R 6 401 - R 12 800	5393	19	54		582	8	6056
R 12 801 - R 25 600	2901	19	29		459	11	3419
R 25 601 - R 51 200	600	5	16		137	3	762
R 51 201 - R 102 400	70	1	1		48	-	120
R 102 401 - R 204 800	90	-	1		23	-	114
R 204 801 or more	65	1	2		20	-	88
Unspecified	11384	43	73		304	18	11823
Not applicable	3001	90	21		204	14	3330
Total	329795	684	776		4256	273	335784

Source: Statistics South Africa, Census 2011

Community Survey 2016

18% of the population is unemployed
 48% other not economically active
 25.4% employed
 9% discouraged work seekers

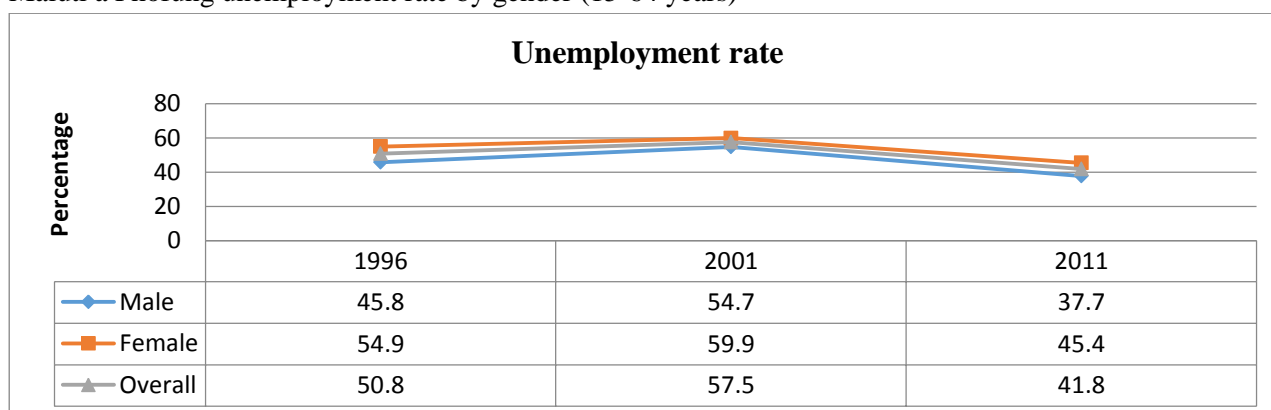
Official employment status within MAP according to Gender

Employment status	Male	Female	Total
Employed	26614	26254	52867
Unemployed	16129	21873	38002
Discouraged work- seeker	7039	11340	18379
Other not economically active	42274	56774	99048
Age less than 15 years	0	0	0
Not applicable	61153	66335	127488
Total	153209	182575	335784
Unemployment rate	37.7	45.4	41.8

Statistics South Africa, Census 2011

The following table provides to the reader the socio-economic profile of the Maluti-A-Phofung Municipality as per current Census 2011. Given the rurality and extreme deprivation of the community from the main sources of economic activity, the extrapolation one can make is that 40% of the population is earning a salary. The greater majority may still be dependent on subsistence farming and backyard gardens as characteristically is the case with agricultural landscape and topology of MAP Municipality. The mushrooming of support and service sectors, i.e. arts & crafts, bead-work, sculpting, pottery, entertainment, cultural heritage projects, B&Bs, conservation product owners, etc. could serve to confuse the statistical picture as some people in MAP are self-employed and others engaging in these cultural artifacts for preservation purposes though earning some living out of it. Hence it is crucial that a thorough study by the municipality be commissioned to corroborate the facts.

Maluti a Phofung unemployment rate by gender (15-64 years)



Source: Statistics South Africa Census 1996, Census 2001 and Census 2011

The above indicators, the overall unemployment rate for Maluti a Phofung decreased from 50.8% in 1996 to 41.8% in 2011 whereas in 2001 it was 57.5%. Female unemployment rate over the years 1996, 2001 and 2011, is greater than that of males.

Although the population size has decreased, it did not affect the margin of unemployment rate within the jurisdiction area of MAP. South Africa is having an unemployment rate way beyond 56%.

According to the graphic presentation above, there is still a gap in terms of the previously disadvantaged individuals, such as physically challenged, women and youth. The chart illustration depicts an unemployment picture of females being high in numbers.

It is important that Maluti-A-Phofung and other stakeholders who are contributing to the economy of MAP ensure that women are taken on board for empowerment, needless to mention the compliance and adherence to the provisions of Affirmative Action legislation. The greater proportion of these figures signifies rurality and unemployment. This picture looks gloom and grim for the Municipality as it is primarily rural and has a non-active / no-income base making up 155 429 (62.7%) of its total population. This is worrying as traditional sectors of job creation have either collapsed or shifted due to prioritization of new business grounds outside of the municipal jurisdiction. Also that composite parts of the municipality's labour force traditionally operated as supply centres / reservoirs for the mine sector/s outside of the municipal boundaries.

Greater and focused attention must be given to this situation hence the national and provincial focus on rural development, job creation and improvement of sustained better livelihoods National Development Plan with its vision of 2030 has earmarked and identified Maluti-A-Phofung, with regard to National Infrastructure plan, as one of Strategic Infrastructure Projects beneficiaries (SIP 2):-

Durban-Free State-Gauteng logistics and industrial corridor. The Harrismith Logistic Hub is aimed at minimizing and eradicating high unemployment rate. The following are mayor projects which will cater for the achievements of NDP 2030 objectives. The hub will set up a fuel distribution depot, as well as on phase one of the new multi-product pipeline which will run between Johannesburg and Durban and transport petrol, diesel, jet fuel and a detailed comparison of unemployment rate in the FS has been undertaken covering the period from 1996 to 2012. The analysis is provided by Global Insight in 2013.

The Free State province had the highest unemployment rate in the country at 30.5% in 2012.

The Thabo Mofutsanyane unemployment rate was above the provincial average at 34.2% in 2012. Since 1996, the unemployment rate in Thabo Mofutsanyane has been consistently above the provincial rate. Maluti a Phofung has the worst unemployment rate within the Thabo Mofutsanyane District at 50%. The rest of the local municipalities have unemployment rates that are below the district and provincial unemployment rates. The following graph depicts a comparison of Maluti-A-Phofung vis-à-vis other local municipalities within the district. of Thabo Mofutsanyane.

B.2 HOUSEHOLDS PROFILE

Table 1: Distribution of households by size and % single member households

	1996	2001	2011	2016
Households	80745	90349	100228	110725
Household size	4.4	4.0	3.4	5.2
% single member households	13.9	14.6	21.8	25.3

Source: Statistics South Africa Census 1996, Census 2001, Census 2011 and Community Survey 2016

Number of households increased from 80 745 in 1996 to 100 228 in 2011, while the household size decreased from 4 person per household to 3 persons per household.

Percentage of single member households increased from 14% in 1996 to 22% in 2011.

Number of house hold increased from 80 745 in 1996 to 100228 in 2011 and to 110725 in 2016 according to STATSSA Community Survey at Schoonplas, Makgolokoeng and Tshiame D.

Household weight

Tenure status	Households	Percentages
Rented from private individual	4753	4.3
Rented from other (incl. municipality and social housing ins	507	0.5
Owned; but not yet paid off	6754	6.1
Owned and fully paid off	85791	77.5
Occupied rent-free	10127	9.1
Other	2117	1.9
Do not know	597	0.5
Unspecified	78	0.1
Total	110725	100.0

STATSSA Community Survey 2016

Type of dwelling	Households	Percentages
Formal dwelling	84978	76.7
Informal dwelling	15058	13.6
Traditional dwelling	9294	8.4
Other	1395	1.3
Total	110725	100.0

STATSSA Community Survey 2016

Distribution of marital status in the municipality according to population group

Marital status	Black African	Coloured	Indian or Asian	White	Other	Total
Married	62492	134	369	2119	101	65215
Living together like married partners	20338	63	30	200	26	20655
Never married	224660	447	354	1429	137	227028
Widower/ Widow	17546	32	15	323	9	17924
Separated	2991	2	1	23	-	3018
Divorced	1768	5	7	162	1	1943
Total	329795	683	776	4256	274	335783

Source: Statistics South Africa, Census 2011

Relationship to head of household according to population group

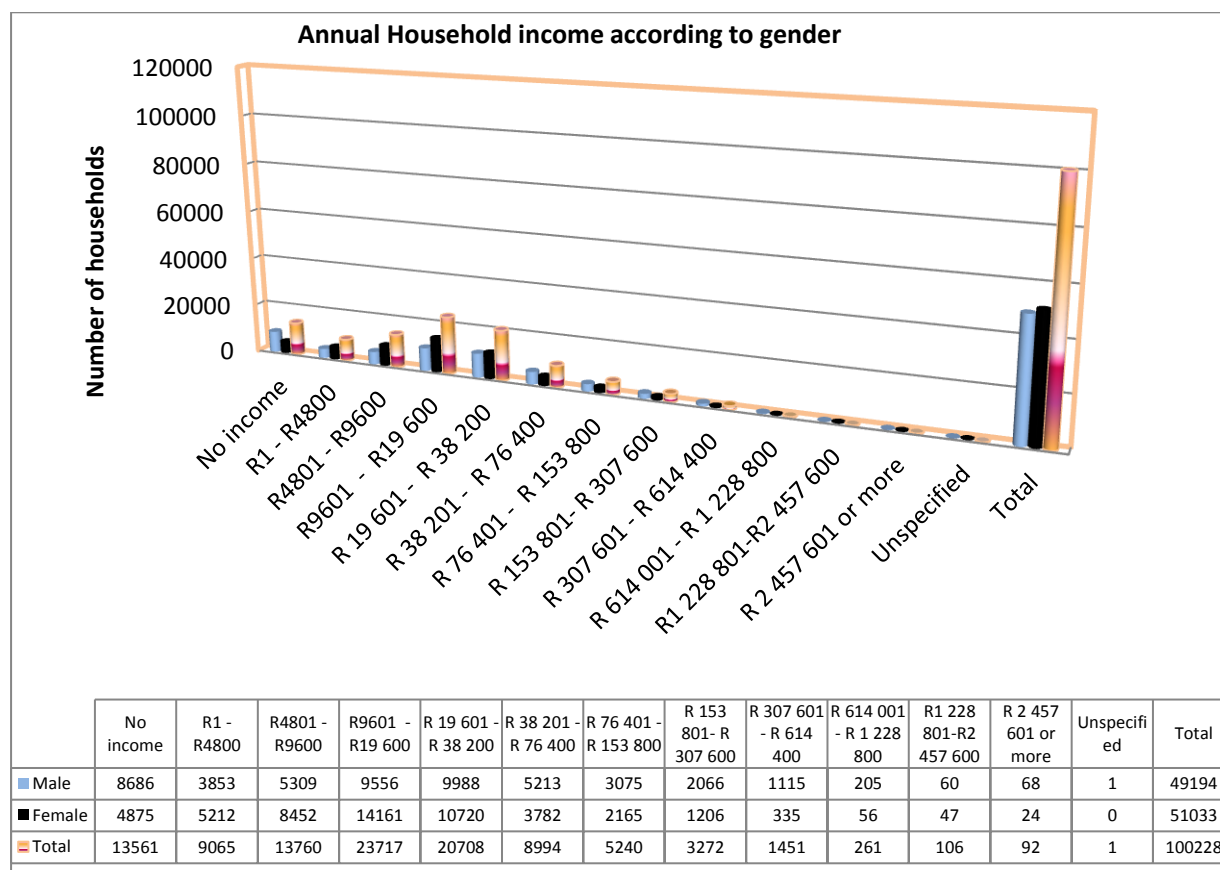
	Black African	Coloured	Indian or Asian	White	Other	Total
Head/Acting head	92771	155	236	1524	109	94796
Husband/Wife/Partner	29576	68	159	1019	38	30861
Son/daughter	108827	216	232	1057	38	110370
Adopted Son/Daughter	1148	4	4	7	-	1163
Stepchild	1255	1	2	32	-	1290
Brother/sister	10261	15	19	45	18	10358
Parent Mother/Father	1003	3	3	49	-	1059
Parent-in-law	104	1	7	25	-	136
Grand/Great-Grandchild	55239	76	23	89	10	55437
Son/Daughter-in-law	2751	4	5	26	-	2785
Brother/Sister-in-law	1341	5	8	22	3	1379
Grandmother/Father	186	1	1	1	-	189
Other relative	19833	34	37	100	29	20033
Non-related person	2499	9	19	57	15	2598
Unspecified	-	-	-	-	-	-
Not applicable	3001	90	21	204	14	3330
Total	329795	684	776	4256	273	335784

Source: Statistics South Africa, Census 2011

Distribution by disability in the municipality

	Walking/ Climbing stairs	Remembering /Concentrating	Communication	Seeing	Hearing	Self- Care	Total
Some difficulty	8562	16258	3698	37728	12001	7876	86123
A lot of difficulty	2947	4852	995	8865	2597	2795	23051
Cannot do at all	741	848	474	548	363	2754	5728
							114902

Source: Statistics South Africa, Census 2011



Source: Statistics South Africa, Census 2011

Employment status of head of household according to Gender

Employment status	Male	Female	Unspecified	Total
Employed	19876	12947	-	32823
Unemployed	7281	7519	-	14801
Discouraged work-seeker	3187	3891	-	7077
Other not economically active	18775	26618	-	45392
Age less than 15 years	76	59	-	134
Total	49194	51033	-	100228

Source: Statistics South Africa, Census 2011

Employment status of head of household according to population group

Employment status	Black African	Coloured	Indian/ Asian	White	Other	Unspecified	Total
Employed	31416	70	186	1076	76	-	32823
Unemployed	14709	26	12	44	11	-	14801
Discouraged work-seeker	7056	8	-	10	3	-	7077
Other not economically active	44849	59	37	425	22	-	45392
Age less than 15 years	133	-	-	1	-	-	134
Total	98162	162	235	1557	112	-	100228

Source: Statistics South Africa, Census 2011

SECTION C

C. POWERS AND FUNCTIONS OF THE MUNICIPALITY

In terms of Section 156 of the Constitution of the Republic of South Africa, 1996, Maluti-A-Phofung Local Municipality has executive authority in respect of, and has the authority to administer Local Government Matters listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial legislation. Furthermore, this municipality is accordingly empowered to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers and this includes making and administering by-laws.

The table that follows here under provides an overview of the original and legislative powers and functions assigned to Maluti-A-Phofung local municipality by the Constitution of the Republic of South Africa, 1996.

C.1 MALUTI-A-PHOFUNG LOCAL MUNICIPALITY'S POWERS AND FUNCTIONS: RSA CONSTITUTION ACT, 1996, MUNICIPAL SYSTEMS ACT NO. 32 OF 2000 CHAPTER 5

Constitutional mandates Schedule 4 (Part B) Schedule 5 (Part B)	Definition
Air pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Child Care facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire fighting equipment	Planning, co-ordination and regulation of fire services and specialized firefighting services such as mountain, veld and chemical fire services; coordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the Development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)

Municipal public transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government
Billboards and the display of advertisements in public places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area
Cemeteries	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
Cleaning	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell Liquor to public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for accommodation	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing	The control over the number and health status of dogs through a licensing mechanism.

Licensing and control of undertakings that sell food to the Public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal Abattoirs	The establishment; conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions

C.2 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Background

- ❑ Adopted by world leaders in September 2015 and implemented at the start of 2016, more than 150 countries have pledged to mobilize efforts to end all forms of poverty, fight inequalities, and tackle climate change, while ensuring that no one is left behind.
- ❑ The SDGs build on the work of the Millennium Development Goals (MDGs) that were emphasized from 2000 to 2015. The new SDGs are unique in that they are broader in their scope of eradicating all forms of poverty by calling for action by all countries, rich and poor, to promote prosperity while protecting the planet.

What does this mean for South Africa as part on the UN Member States?

In January 2016 the Sustainable Development Goals (SDGs) replaced the Millennium Development Goals as the main international mechanism for guiding development in all United Nations member states until 2030; hence SDGs are associated with Agenda 2030. In the Continent of Africa SDGs are in alignment with Agenda 2063, in South Africa this agenda is aligned to the National Development Plan (NDP) at national level and Integrated Development Plans (IDPs) at the local level. There is clear connection from global to local which basically affords all citizens of the world to be part of one development agenda.

These global goals concern a wide range of targets, including poverty alleviation, economic growth and environmental objectives. National government however cannot realise these ambitious goals on their own. Collective and individual efforts at local, provincial, national and international levels are necessary. Moreover, governments will need the broad involvement of other stakeholders, such as the private sector, the general public and civil society

❑ The Sustainable Development Goals (SDGS):

The UN resolved on the SDGs following the 17 steps to ensure that the following developmental impediments are addressed to sustain the livelihood of communities in attainment for a better world

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development



- ◆ The onset of SDG's provides a global template for development for all, as the SDGs are entrenched in the principle of leave no behind.
- ◆ The 17 goals of the SDGs have been clustered into 4 themes as reflective of the nature of development programming and service delivery and partnerships in our communities.
- ◆ These themes are the basic services, environment and climate change, local economy and sustainable development and partnerships and collaborations for goals.

❖ **Basic Services**

- Goal 1. End poverty in all forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote wellbeing for all at all stages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels

❖ **Environment and Climate Change**

- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy
- Goal 13. Take urgent action to combat climate change and its impact
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss

❖ **Local Economy and Sustainable Development**

- Goal 8. Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns

SECTION D

D. PROCESS FOLLOWED TO DEVELOP THE IDP

D.1 Process Plan

Integrated Development Planning Processes

In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needs to adopt a process set out in writing to guide the planning, drafting, adoption of their Integrated Development Plan. The Process Plan fulfills the function of assessing the functioning of a business plan or an operational plan during the IDP processes. Section 34 of the MSA embodies and relates to the essence and objectives of the process plan, i.e. assessing the Municipality's performance against organisation objectives as well as implementation of projects and programmes of municipality, and also taking cognisance of new information and changed circumstances.

Municipal Systems Act (Act 32 of 2000) defines Integrated Development Planning as a process through which Municipalities prepare a strategic development plan. Every new Council that assumes power into municipal Council must after elections prepare its own IDP which will guide them for their five year term of office. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. It has a legal status and supersedes all other plans that guide development at Local Government level. Integrated development planning is an interactive and participatory process which requires involvement of all municipal stakeholders. The IDP processes do, however, inform other components of the Municipal business process including institutional and financial planning and budgeting.

In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needs to adopt a process set out in writing to guide the planning, drafting, adoption of their Integrated Development Plan. The Process Plan fulfills the function of assessing the functioning of a business plan or an operational plan during the IDP processes. Section 34 of the MSA embodies and relates to the essence and objectives of the process plan, i.e. assessing the Municipality's performance against organisation objectives as well as implementation of projects and programmes of municipality, and also taking cognisance of new information and changed circumstances.

The Municipal Systems Act (MSA), Section 25 provides that:

- (1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—
- ❑ links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - ❑ aligns the resources and capacity of the municipality with the implementation of the plan;
 - ❑ forms the policy framework and general basis on which annual budgets must be based;
 - ❑ complies with the provisions of this Chapter; and
 - ❑ Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

- ❖ The IDP will primarily deal with the following:
During compilation of an IDP, the following activities have been embarked upon:-

- ❑ Distribution of Roles and Responsibilities
- ❑ Organisational Arrangements
- ❑ Mechanisms and Procedures for Community and Stakeholder Participation
- ❑ Action Programme with Timeframe and Resource Requirements
- ❑ Mechanisms and Procedures for Alignment
- ❑ National and Provincial Binding Legislation and Planning Requirements
- ❑ Budget Implications

◆ **Process Plan Committee and Steering Committee – IDP and Budget Steering Committee**

The Council should appoint a Section 80 Committee which will be known as the Process Plan Committee to continue with the preparation of the Process Plan. This committee comprises of the following members:

COUNCILLORS	OFFICIALS
Executive Mayor	Municipal Manager
MMC: IDP and Performance Management Systems	Municipal Manager / Manager IDP & PMS
MMC: Financial Services	Chief Financial Officer
MMC: Municipal Infrastructure	Director Municipal Infrastructure
MMC: LED, Tourism, SMMEs & Agriculture	Director LED, Tourism, SMMEs & Agriculture
MMC: Human Settlements, Spatial Development Planning & Traditional Leadership	Director Human Settlements, Spatial Development Planning & Traditional Leadership
MMC: Corporate Services	Director Corporate Services
MMC: Public Safety, Transport & Security	Director Public Safety, Transport & Security
MMC: Sports, Arts & Culture	Director Sports, Arts & Culture
MMC: Women, Children & People with Disability	Director Community Services
MMC: Community Services	Director Community Services
	Chief Risk Officer
	Manager Internal Audit

- ❖ **External role players will have the following roles and responsibilities:**

➤ **Civil Society**

Apart from the Ward Committee representatives (see Chapter 5) it is also imperative to engage other legitimate civil society structures to form part of the IDP Process that will represent different civil society groups. It can be announced that not all individuals and groups will participate in the Ward Committee system and it is therefore essential to provide mechanisms for other civil structures and interest groups to participate during the IDP Process. To ensure legitimacy of the process it is therefore essential to engage with existing non-governmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs) in each of the concerned towns in the area of jurisdiction. The basis of understanding is that all existing organisations will be invited to participate during the process. The civil society is responsible to represent interests and contribute knowledge in the planning process by:

- ❑ participating in the IDP Representative Forum to:
- ❑ inform interest groups on relevant planning activities and their outcomes,
- ❑ analyse issues, determine priorities, negotiate and reach consensus,
- ❑ participate in the designing of project proposals and assess them,
- ❑ discuss and comment on the draft IDP,
- ❑ ensure that annual business plans and budgets are based on and linked to the IDP

❖ District Municipality

The District Municipality will be responsible to:

- ❑ ensure horizontal alignment with the IDP process of the Municipality,
- ❑ ensure vertical alignment between district and local planning,
- ❑ facilitate vertical alignment with other spheres of government and sector departments
- ❑ Prepare joint strategy workshops with the Local Municipality.

❖ Provincial Government and Corporate Service Providers

Although it is not compulsory to engage government departments throughout the process, it is advisable that government departments that are active in the area of jurisdiction should be consulted throughout the process.

- ❑ It is essential in order to comply with the principle of integrated planning and also considering that the budget for potential projects would be sourced from provincial and national government departments.
- ❑ It is also imperative that national and provincial priorities and policies are applied at local level and the respective departments will be able to provide the linkage between national, provincial and local priorities.

❖ The roles and responsibilities of the departments are as follows:

- ❑ Ensuring vertical / sector alignment between provincial sector departments / provincial strategic plans and the IDP Process at local level by:
 - guiding the provincial sector departments' participation in and their required contribution to the Municipal planning process and
 - Guiding them in assessing the draft IDP and alignment of sectoral programmes with the IDP.
 - Efficient financial management of provincial IDP grants.
 - Monitoring the progress of the IDP Process.
 - Facilitation and resolution of disputes related to the IDP Process of the Municipality.
 - Assist the Municipality in the IDP where required.
 - Co-ordinate and manage the MEC's assessment of the IDPs.
 - Contribute relevant information on the provincial and national departmental plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.
 - Contribute sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.
 - Engage in a process of alignment with the District Municipality.

❖ IDP Representative Forum

The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the IDP Process. The composition of the IDP Representative Forum is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the IDP Representative Forum includes to:

- ❑ represent the interests of their constituents in the IDP Process,
- ❑ provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council,
- ❑ ensure communication between all the stakeholder representatives including the Municipal Council;
- ❑ monitor the performance of the planning and implementation process.

❑ Internal role players will have the following roles and responsibilities:

❖ Municipal Council

The Council should monitor the overall management and co-ordination of the planning process which includes ensuring that:

- ❑ all relevant actors are appropriately involved,
- ❑ appropriate mechanisms and procedures for public consultation and participation are applied,
- ❑ Planning events are undertaken in accordance with the approved IDP and Budget Process Plan.
- ❑ the planning processes are related to the real burning issues in the Municipality,
- ❑ the sector planning requirements are satisfied and

❖ Ward Committees

Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees need to be instituted according to the prescribed legal framework to represent the views, needs and aspirations of the demarcated wards, as determined by the Municipal Demarcation Board.

Each ward is represented by ward Councillors and the Ward Committee system will be a critical element of the IDP participation processes.

Ward councilors are the major link between the Municipal Government and the residents. Their role will therefore be to:

- ❑ link the planning processes to their constituencies and / or wards,
- ❑ be responsible for organising public consultation and participation

❖ Mayoral Committee

This committee is an Executive body of the municipality, therefore its role and function in the development of an IDP is to ensure the following:

- ❑ submit the Process Plan of the IDP and Budget to the Municipal Council for adoption,
- ❑ manage, co-ordinate and monitor the process and drafting of the IDP together with the Municipal Manager,
- ❑ Submit the draft and final IDP to the Municipal Council for adoption.

❖ IDP Manager

- ❑ The IDP Manager will manage and co-ordinate the IDP Process. Responsibilities of the IDP Manager are as follows:-
- ❑ ensure the preparation of the IDP and Budget Process Plan,
- ❑ undertake the overall management and co-ordination of the planning processes,
- ❑ ensure that all relevant actors are appropriately involved,
- ❑ nominate persons in charge of different roles,
- ❑ be responsible for the day-to-day management of the drafting process,
- ❑ ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements,
- ❑ ensure proper documentation of the results of the planning of the IDP document and
- ❑ adjust the current IDP in accordance with the MEC for Local Government's proposals.

❖ Heads of Departments and other Key Officials

As the persons in charge for implementing the IDP of the Municipality, the officials will be fully involved in the planning process to:

- ❑ provide relevant technical, sector and financial information for analysis to determine
- ❑ priority issues,
- ❑ contribute technical expertise in the consideration and finalisation of strategies and identification of projects,
- ❑ provide departmental operational and capital budgetary information,
- ❑ be responsible for the preparation of project proposals, the integration of projects and sector programmes.

❖ IDP Steering Committee

The composition of the IDP Steering Committee is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the IDP Steering Committee includes to:

- ❑ co-ordinate and integrate the IDP Process,
- ❑ ensure that key deliverables are completed within the time frames,
- ❑ provide guidance and support to the process,
- ❑ co-ordinate departmental responsibilities within the local government,
- ❑ oversee the implementation of key aspects of the IDP formulation and revision process including the participation, communication and empowerment strategy as outlined in the Process Plan,
- ❑ refer IDP disputes for mediation and arbitration to the Council,
- ❑ provide terms of reference for the various planning activities,
- ❑ commission research studies,
- ❑ consider and comment on:
 - ◆ inputs from sub-committee/s and study teams
 - ◆ inputs from provincial sector departments and support providers
 - ◆ process, summarize and document outputs,
 - ◆ make content recommendations,
 - ◆ prepare, facilitate and document meetings,
 - ◆ consult and establish sub-committees for specific activities and outputs which should include additional persons outside the Steering Committee.

❖ **Public Participation Plan & Methodology**

Since the IDP Process involves participation of a number of stakeholders, it is crucial for the Municipality to adopt an appropriate approach and also put in place appropriate structures to ensure effective participation. One of the main features about the Integrated Development Planning Process is the involvement of the community and stakeholders. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the communities of the Municipality.

❖ **Principles of Public Participation**

- ☐ The elected Council is the ultimate decision-making forum on IDPs.
- ☐ The role of participatory democracy is to inform and negotiate with stakeholders and to give the opportunity to provide input on the decisions taken by the Council.
- ☐ In order to ensure public participation, the legislation requires the Municipality to create appropriate conditions that will enable participation as a minimum requirement.
- ☐ Community and stakeholder groups will be encouraged to get involved.

❖ **Conditions for Public Participation**

- ☐ The residents and stakeholders will be informed on the Municipality's intention to embark on the IDP Process.
- ☐ Appropriate forms of media will be utilised in order to reach as many people as possible.
- ☐ All relevant community and stakeholder organisations will be invited to register as members of the IDP Representative Forum.
- ☐ An appropriate language and accessible venue will be used to allow all stakeholders to freely participate.
- ☐ The IDP Representative Forum meetings will be scheduled to accommodate the majority of the members.
- ☐ The community and stakeholder representatives will be given adequate time to conduct meetings or workshops with the groups, they represent.
- ☐ Copies of the IDP documents will be accessible for all communities and stakeholders and adequate time provided for comment.
- ☐ The Council meeting regarding the approval of the IDP will be open to the public.

❖ **Public Participation Plan and IDP Process Methodology:**

In considering an appropriate structure that will ensure effective participation, the following issues need to be considered:

- ☐ The plan and programme for the municipality should be informed by local communities and a detailed research and study.
- ☐ That the principle of representation should be applied to ensure effective planning.
- ☐ Ensure that feedback is provided to the broader community.

It is essential to apply mechanisms that will consider the above issues and allow for the representative views of the communities but at the same time are able to progress with the formulation of the IDP. Due to the large geographical area of the Municipality it is essential to provide mechanisms whereby all communities will be able to provide input to the IDP.

The Executive Mayor and the Speaker embarked on community engagement throughout the municipal area as per the schedule in order to gather community needs:

Qwaqwa, Harrismith, Kestell, Traditional Leaders, Business People, People leaving with disability, Farmers and Youth

Ward Committees

Thirty Five (35) Ward Committees were established by the municipality as per Council Resolution. The establishment process of Ward Committees was completed with working together with Provincial CoGTA in 2017.

The newly elected members of the Ward Committees were trained during the course of the year to ensure that they are capable to execute their duties as committee members. Ward committee meetings schedules were drawn and the Councillors have report back meetings according to the developed Ward operational plans developed.

❖ Approval:

An advertisement will be published to give notice of the IDP to provide opportunity for comments by the community. The IDP will also be circulated to the Governmental departments and other stakeholders for comment. Once all comments received have been evaluated and amendments made accordingly, the IDP will be adopted by the Council. The approved and revised IDP will then be submitted to the MEC for CO-operate Governance and Traditional Affairs together with the approved Process Plan.

❖ Conflict Resolution:

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning and review issues, conflict will have to be resolved by means of a decision within the formal Council. The Council decision regarding the outcome will be conveyed to the Steering Committee for implementation.

❖ Alignment Procedures

Alignment is the instrument to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. The alignment procedures and mechanisms will be arrived at between the local and district municipalities, provincial and national sphere of government. Subsequent to that all parties and stakeholders involved in the planning process of IDP will be informed of the outcome of IDP assessment.

◆ Principles for Alignment

- ☐ Alignment requirements should be minimised to keep the co-ordination requirements on a manageable level.
- ☐ Different alignment mechanisms will be suitable for the different alignment needs and at different stages.
- ☐ This implies with regard to alignment mechanisms to keep the number of alignment events (such as workshops/meetings) to a minimum due to the financial and time resources required
- ☐ Events with numerous participants from different sectors and spheres will require a competent facilitator. Alignment with Provincial Departments can also be achieved through provincial visits to the District.
- ☐ The Municipality may have to align on a bilateral basis with neighbour Municipalities for issues that affect both.

❖ **Alignment with Non-Government Organisations**

It will be critical to receive contributions from the different identified NGOs through the process. Consultation will thus occur on a continuous base with relevant Departments which in some instances may also serve on the IDP Steering Committee. Governmental Organisations will be invited on national and provincial level that will attend these sessions or send regional official representatives.

GOVERNANCE STRUCTURES

◆ **Roles and Responsibilities of Section 79 and 80 Committees**

➤ **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)**

The following are the members to MPAC:

- ☐ Cllr S Mahlangu Khumalo:- Chairperson
- ☐ Cllr Maditse Moloi
- ☐ Cllr Tumelo Thebe
- ☐ Cllr Mandla Tshabalala
- ☐ Cllr Mamorwanyana Mositi
- ☐ Cllr Gauta Motaung
- ☐ Cllr Manthona B Lebesa
- ☐ Cllr Henry Mdakane
- ☐ Cllr Mahlomola Majake
- ☐ Cllr Peter Beukes
- ☐ Cllr Peter Ramokoena

◆ **Roles and Responsibilities**

- ☐ MPAC must interrogate the following financial aspects as addressed in MFMA:
- ☐ Consider the expenditure and make recommendations to council (Unforeseen and unavoidable expenditure).
- ☐ Report to council on the appropriateness of any criminal or civil steps taken from the report of the Municipal Manager.
- ☐ Ensure that the SDBIPs – Quarterly reports are submitted to council
- ☐ MPAC must interrogate the monthly budget statement report if there is any matter of concern MPAC must be provided with financial statements and proof that Auditor General received them.
- ☐ MPAC must consider Annual Report and compile an Oversight Report.
- ☐ Ensure that the Audit Committee is operational.
- ☐ Monitor the review of IDP post-election by Executive mayor.
- ☐ Monitor annual review of IDP
- ☐ Monitor whether the annual performance plan is prepared.
- ☐ Monitor whether all councillors have completed their declaration of interest forms and update them annually.

➤ **AUDIT COMMITTEE (AC)**

- ☐ Chairperson position: Vacant
- ☐ Mr I Mahonga
- ☐ Mr L Munsamy
- ☐ Mr N Sifumba

◆ Roles and Responsibilities

- Advise the municipal council, the political office-bearers, the Accounting Officer and the
- management of the municipality in matters relating:
 - Internal financial controls; and
 - Internal Audit matters;
 - Risk management;
 - Performance management and all other matters of compliance;
 - Review the annual financial statements to provide the council of the municipality with an authoritative and credible view of financial position of the municipality.

➤ RISK MANAGEMENT COMMITTEE (RMC)

- Chairperson position: Vacant
- Chief Financial Officer
- Director Corporate Services
- Director Infrastructure
- Manager Internal Audit

◆ Roles and Responsibilities

- The responsibilities of the Risk Management Committee should be formally defined in a charter approved by the Accounting Officer / Authority
- The chairperson of the Risk Management Committee should be an independent external person, appointed by the Accounting Officer / Authority
- The Risk Management Committee is appointed by the Accounting Officer / Authority to assist them to discharge their responsibilities for risk management.
- The membership of the Risk Management Committee should comprise both management and external members with the necessary blend of skills,
- In discharging its governance responsibilities relating to risk management, the Risk Management Committee should:
 - review and recommend for the Approval of the Accounting Officer / Authority, the:
 - risk management policy;
 - risk management strategy;
 - risk management implementation plan;
 - Institution's risk appetite, ensuring that limits are:
 - * supported by a rigorous analysis and expert judgement;
 - * expressed in the same values as the key performance indicators to which they apply;
 - * set for all material risks individually, as well as in aggregate for particular categorisations of risk; and
 - * consistent with the materiality and significance framework.
 - Institution's risk tolerance, ensuring that limits are supported by a rigorous analysis and expert judgement of:
 - * the Institution's ability to withstand significant shocks; and
 - * the Institution's ability to recover financially and operationally from significant shocks.
- Institution's risk identification and assessment methodologies, after satisfying itself of their effectiveness in timeously and accurately identifying and
 - * assessing the Institution's risks.
 - * assess implementation of the risk management policy and strategy (including plan);

- * evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
- * review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;

➤ **MUNICIPAL PLANNING TRIBUNAL (MPT) (SPLUMA Section 36)**

A Municipal Planning Tribunal consist of:

- Officials in the full-time service of the municipality, and
- Persons appointed by the Municipal Council who are not municipal officials and who have knowledge and experience of spatial planning, land use management and land development or the law related thereto

✓ **External members**

Mt Thuso S Lungwana	Architecural Draughtsman
Mr Moeketsi Mosala	Project Manager
Adv. Themba D Diba	Advocate

✓ **Municipal members**

Mr S. Nhlapho	Environmental Specialist
Ms T. Makhubele	Town Planner
Mr S Nyembe	Additional member
Mr J Letino	Additional member
Mr M. Mokoena	Additional member
Ms J Mokoena	Civil Engineer

Roles and responsibilities

- ❖ It is important to remember that an MPT is a decision-making body / land development regulator.
- ❖ Assess complex & non-complex applications (referrals from AO)
- ❖ Make determination on all matters related to applications
- ❖ Approve, in whole or in part or refuse applications
- ❖ Impose conditions
- ❖ Conduct investigations
- ❖ Appoint technical advisors
- ❖ Facilitate land use & land development

➤ **SUPPLY CHAIN MANAGEMENT**

The Municipality has developed and reviewed a Supply Chain Management Policy which complies with the requirements of Section 111 of the Municipal Finance Management Act and Model Policy, as developed by the National Treasury. The Policy has been implemented and proven to be effective. Progress has been made in reference to complying with the contents of the SCM Policy and other legislations that are responsible

The Supply Chain Management function is to ensure that goods and services are procured in accordance with the authorised processes only, and the system of Demand Management is in good order so as to ensure that the resources required to support the strategic and operational commitment of the Municipality are delivered at the correct time, at the right location, and that quantity and quality satisfy the Municipality.

BID COMMITTEES

The procurement processes through tendering, is functional and complies with the SCM Policy and all three bid committees, namely Bid Specification, Bid Evaluation and Bid Adjudication which were established and are operational. The bid committees were established in accordance with Regulation 26,27,28,29 of the SCM Regulations and SCM Policy.

D.2 PROCESS PLAN SCHEDULE FOR 2018/2019

PROCESS PLAN SCHEDULE FOR 2018/19

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
PREPARATORY JULY-AUGUST	Executive Mayor tables in Council IDP & Budget Process Plan outlining the key deadlines for: preparing, tabling and approving the budget related policies and consultation processes at least 10 months before the start of the budget year.	Executive Mayor	27 July 2017
	Submission of IDP and Budget Process Plan to Thabo Mofutsanyana District Municipality, National and Provincial Treasuries.	Municipal Manager	04 August 2017
	Advertisement of IDP and Budget Process Plan.	Municipal Manager	04 August 2017
ANALYSIS AUGUST-SEPTEMBER	Assessment of the current status quo of development and analysis of opportunities and priority issues.	Municipal Manager	17 August 2017
	Executive Mayor begins planning for the next three-year budget in accordance with co-ordination role of budget process. Planning includes review of the past year (2016/2017) financial and non-financial performance.	Finance Portfolio Committee	8 September 2017
	Initiate Public Participation to consolidate community needs.	Office of the Speaker and Municipal Manager	23 August 2017 – 21 September 2017
STRATEGIES SEPTEMBER	Executive Mayor establishes a budget steering committee in terms of Budget Regulations.	Executive Mayor	09 October 2017

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
	Analyse, review and refine municipal Strategies, Objectives, and KP'Is to influence the budget.	Executive Mayor	28 September 2017
	Consultation with senior managers	Municipal Manager	29 September 2017
	IDP Steering Committee to prioritise IDP projects;	Executive Mayor	05 October 2017
	IDP Priorities to be confirmed by MAYCO; IDP Multi-year Scorecard Revised and presented to MAYCO;	Municipal Manager	10 October 2017
	Municipal objective, strategies, KPIs and targets to be approved by MAYCO;	Municipal Manager	24 October 2017
	Quarterly SDBIP performance progress report first quarter 2017/18 financial year.	Municipal Manager	27 October 2017
	MSCOA Progress Report	Municipal Manager	27 October 2017
	Formulation of Project Proposals;	Executive Mayor	31 October 2017
PROJECTS NOVEMBER - DECEMBER	Screen, adjust, consolidate and agree on Project Proposals	Executive Mayor	07 November 2017
	Alignment with District, provincial and National;	Municipal Manager	07 December 2017
INTERGRATION JANUARY - FEBRUARY	Integration of sector plans and service plans into IDP;	Municipal Manager	11 January 2018
	Submit to the Mayor, NT and Provincial Treasury by 25 th January each year, a mid-year budget and performance assessment reflecting information required by s72 (1)(a)(i)(II, (iii), (iv)(b),(2) and (3).	Municipal Manager	25 January 2018
	Quarterly SDBIP performance progress report for second quarter of 2017/18 financial year;	Municipal Manager	25 January 2018

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
	MSCOA Progress Report	Municipal Manager	25 January 2018
	Publicise mid-year budget and performance assessments on the municipality website within five working days after approved by Council	Municipal Manager	5 days after mid-year has been tabled 01 February 2018
	Finance prepares indicative allocation per vote on the projected income and also provide budget guidelines for 2018/19 budget ;	Municipal Manager CFO	12 February 2018
	Where necessary, revise approved annual budget through an adjustment budget in the appropriate format;	Council	27 February 2018
	Table the 2017/18 adjustments budget within prescribed limitations before the 28 th February 2018;	Executive Mayor	27 February 2018
	2017/18 Mid-year budget and performance assessment visits	Provincial Treasury	February - March 2018
TABLING MARCH - APRIL	Heads of department to prepare and submit 2018/19 draft operating budgets inputs and draft operational plans;	Municipal Manager	12 March 2018
	The 2018/19 draft budget to be discussed by budget steering committee then after to be circulated to different portfolio committees.	Executive Mayor	20 March 2018 5 days after submission
	Publicise adjustment budget on municipality website and newspaper and submit to NT and Provincial treasury within 10 working days after approval;	Executive Mayor	Within 10 working days after Council approval
	Table the 2018/19 annual Budget and IDP at a Council meeting at least 90 days before the start of the budget year.	Executive Mayor	30 March 2018
	Make public the adopted 2018/19 draft IDP	Municipal Manager	Within ten days

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
	and Budget and associated documentation immediately after the tabling in Council, and invite the community to make representations;		after it has been adopted
	Submit the 2018/19 draft budget and draft IDP as tabled in printed and electronic form to NT, the provincial treasury, MEC: COGTA and others as prescribed.	Municipal Manager	Within ten days after it has been adopted
	Approval: Advertisement for public comments on Draft IDP and Draft Budget.	Municipal Manager	06 April 2018
	Quarterly SDBIP performance progress report for third quarter of 2017/18 financial year	Municipal Manager	30 April 2018
	MSCOA Progress Report	Municipal Manager	30 April 2018
	Public participation on the 2018/19 Draft Budget and Draft IDP		10 April – 03 May 2018
APPROVAL MAY - JUNE	When the 2018/19 annual budget has been tabled in Council, consider the views of the local community, NT, the provincial treasury and other provincial and national organs of state.	Council	11 May 2018
	Budget and Benchmark Assessments	Provincial Treasury	April - May 2018
	Provide the Mayor with an opportunity to respond to budget submissions made and if necessary revise the budget and table amendments for Council consideration	Executive Mayor	15 May 2018
	Approval: Council approval of the 2018/19 final IDP base on Final assessments by government departments.	Executive Mayor	31 May 2018

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
	Consider the approval of the 2018/19 annual budget at least 30 days before the start of budget year.	Council	31 May 2018
	Approve measurable performance objectives for revenue by source and expenditure by vote.	Council	31 May 2018
	Approve annual budget by Council resolution, with resolutions to impose and set taxes and tariffs and changes to the IDP and budget-related policy before the start of the budget year.	Council	31 May 2018
	Submit the approved 2018/19 annual Budget and IDP to NT, and Provincial treasury.	Municipal Manager	Within 10 days after the approval
	Accounting Officer publishes approved budget, IDP and tariffs on the local newspaper.	Municipal Manager	Within 10 days after the approval
	The approved budget and related documents be placed on the website of the municipality and local newspaper.	Municipal Manager	Within 10 days after the approval
	Implement the 2018/19 approved budget in accordance with s69(1)	Municipal Manager	01 July 2018
	Submit to the mayor a draft service delivery and budget implementation plan no later than 14 days after the approval of the annual budget	Municipal Manager	13 July 2018
	Submit to the mayor drafts of annual performance agreements for the municipal manager and senior managers no later than 14 days after the approval of the annual budget	Municipal Manager	16 July 2018
	Approve service delivery and budget implementation plan within 28 days after the	Executive Mayor	27 July 2018

IDP & BUDGET PHASES	INPUTS AND PROCESS	RESPONSIBLE PERSON	DATES
	approval of the budget		
	Ensure that revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter as set out in the service delivery and budget implementation plan are made public no later than 10 days after its approval	Executive Mayor	within 10 days after the approval of the SDBIP
	Ensure that performance agreements of the municipal manager, senior managers and other officials prescribed are made public no later than 14 days after the approval of the service delivery and budget implementation plan, and that copies of such performance agreements are submitted to the council and the MEC for local government in the province	Executive Mayor	within 14 days after the approval of the SDBIP
	Quarterly SDBIP performance progress report for fourth quarter of 2017/18 financial year	Municipal Manager	27 July 2018
	MSCOA Progress Report	Municipal Manager	27 July 2018

SECTION E

E. SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

E.1 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

Maluti-A-Phofung local municipality is situated in the Free State province of South Africa. It was established in terms of the provincial Gazette No. 14 of 28 February 2000 issued in terms of Section 21 of the Local Government Notice and Municipal Demarcation Act No.27 of 1998. Maluti-A-Phofung is a local municipality FS194 and was established on the 5 December 2001. Maluti-A-Phofung is made up of four former TLC Local Authorities which are QwaQwa Rural, Kestell, Phuthaditjaba and Harrismith.

The municipality comprises of 35 wards and covers approximately 4 421 km² in extent. Phuthaditjaba is the urban centre of Qwaqwa and serves as the administrative head office of Maluti-A-Phofung municipality. Surrounding Phuthaditjaba are rural villages of Qwaqwa established on tribal land administered by Department of Land Affairs. Harrismith is a service centre for the surrounding rural areas and a trading belt serving the passing N3 which links the Gauteng and KwaZulu-Natal provinces. Harrismith is surrounded by Tshiamo located 12 km to the west and Intabazwe, which is located 1,5km to the north. The town is an economic hub for people living in Tshiamo, Intabazwe and Qwaqwa. Kestell is a service Centre for the surrounding agricultural oriented rural area with Tlholong as the township. Kestell is situated along the N5 road that links Harrismith with Bethlehem. The rural areas of Maluti-A-Phofung comprise commercial farms and major nature conservation centres such as Qwaqwa National Park, Platberg, Sterkfontein Dam and Maluti Mountain Range. The area is not only a tourist attraction destination, but also makes a big contribution in generating gross agricultural income for the whole of the Province and is also highly regarded for its beef production.

In comparison with the demographic composition of the rest of the Thabo Mofutsanyana District, MAP municipality has the highest population density with the 3rd highest population density in the Free State. Maluti a Phofung Local Municipality (MAP) is a Category B municipality located in the eastern part of the Free State Province. Maluti a Phofung forms part of a scenic tapestry, which changes dramatically with each season, the beauty and tranquillity of which is palpable and almost overwhelming, which has as its rock-bed the famous Maluti Mountains, from which the Municipality is named after. Majestic mountains with sandstone cliffs, fertile valleys of crops that stretch as far as the eye can see, fields of Cosmos and the golden yellow hues of Sunflowers, are just a few of the enchanting sights that make this region unique. Battle sites and memorials left over from bygone wars, ancient fossil footprints from a prehistoric era, a wealth of art and craft and renowned resorts make this part of the region a destination to explore. The municipality is made up of three major towns, namely: Harrismith; Kestell and Qwaqwa/Phuthaditjaba.

E.2 SPATIAL DEVELOPMENT FRAMEWORK

The Maluti-A-Phofung Spatial Development Framework 2013 forms an integral part of the Maluti-A-Phofung integrated development planning process. The dynamic nature of the Maluti-A-Phofung environment within Maluti-A-Phofung requires the continuous revision and refinement thereof. The aim of the Spatial Development Framework is to give direction to development and take into account the need for and compatibility of the main land uses. The purpose of the Spatial Development Framework as a land use management tool is to plan and direct development but it does not provide land use rights. The Spatial Development Framework forms part of the existing land use management process of the municipality and provides the necessary guidance of land uses at local level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors' confidence and security of Tenure.

Developmental Objectives and Priorities

The assessed community needs can be clustered into the following developmental priorities agreed to in the Maluti-A-Phofung Municipality IDP

- ☐ Sustainable infrastructure and services
- ☐ Economic development and job creation
- ☐ Social development and community services
- ☐ Good governance and public participation
- ☐ Public safety

The spatial vision that emerged from the developmental objectives and priorities from the Maluti-A-Phofung Municipality and reflecting the needs from the people of Maluti-A-Phofung can be defined as follows:

“An ecologically and socially sustainable urban and rural spatial development pattern focussed on providing quality livelihoods

Settlement patterns within planning areas:

The settlement patterns within the planning areas over the period 2003 to 2011 reveal the following:

- ☐ QwaQwa, consists of a predominant urban area including Phuthaditjhaba and a large rural area under tribal authority experiencing:
- ☐ A very low growth rate of 0.2% per annum in both the rural and urban areas
- ☐ An average take up rate of 28 dwelling units per annum for the rural residential areas
- ☐ An average take up rate of 52 dwelling units per annum for the urban residential areas
- ☐ Very low gross densities in the rural areas (traditional) of 3.98 units per hectare in 2011
- ☐ A strong concentration (56%) of erven within the 400-1000 m² erf size category
- ☐ A limited densification rate of 0.55% per annum in the informal areas
- ☐ Higher densities in the urban areas with the
- ☐ Net densities concentrated in the categories 20 units per hectare or more
- ☐ Erf sizes concentrated in the categories 400m² or less
- ☐ Gross densities of 8.7 units per hectare
- ☐ A densification rate of 0.23 % per annum

- ❑ A decline in certain areas.

Tshiame experienced:

- ❑ A growth rate of 2.2% per annum
- ❑ An average take up rate of 97 dwelling units per annum
- ❑ A very low gross density of 3.65 units per hectare
- ❑ A densification rate of 2.6 % per annum
- ❑ A strong concentration (67.9%) of erven within the 400m2 and less erf size categories
- ❑ Net densities concentrated in the categories 20 units per hectare of more

Harrismith/Intabazwe experienced:

- ❑ A growth rate of 0.6% per annum
- ❑ An average take up rate of 45 dwelling units per annum
- ❑ A very low overall gross density of 3.65 units per hectare attributed to very low densities in Harrismith. The Intabazwe gross density is 14.8 Units per hectare
- ❑ A densification rate of 0.63 % per annum
- ❑ A strong concentration (60.5%) of erven within the 300-500 m2 erf size category
- ❑ Net densities concentrated in the categories 30 units per hectare of more (58.4%)

Kestell experienced:

- ❑ A growth rate of 4.2% per annum
- ❑ An average take up rate of 75 dwelling units per annum
- ❑ A gross density of 6.68 units per hectare
- ❑ A densification rate of 4.2 % per annum
- ❑ A strong concentration (67%) of erven within the 300-400 m2 erf size category
- ❑ Net densities concentrated in the categories 25 units per hectare of more
- ❑ The densification within the areas is very slow due to the limited growth experienced

E.3 SPATIAL DEVELOPMENT OBJECTIVES

Objectives reflecting the outcomes of the analysis and issues determined by the priority spatial issues are identified. Objectives will indicate the desired long term result related to a specific aspect of the vision. Where appropriate, objectives should be measurable and expressed as key performance indicators that will inform the implementation of the monitoring and evaluation framework. Strategic Interventions the development priorities providing focus to strategic development interventions support the crucial components that underlie sustainable development, i.e. need for basic infrastructure and development for the poor, economic growth and development, environmental conservation and improved livelihoods. Development priorities will guide specific decisions regarding the spatial development and arrangement of land uses, within and between settlements to guide investment and development spending in the municipal area.

Strategic interventions hinging on managing future growth and associated change in a way that protects natural resources, biodiversity and lifestyle values, require a highly sustainable pattern of development, based on efficient utilisation of land and infrastructure and tighter controls over *ad-hoc* and dispersed forms of development. The ultimate success in managing growth in the area depends upon the ability to adopt the best possible urban development practices and most suitable

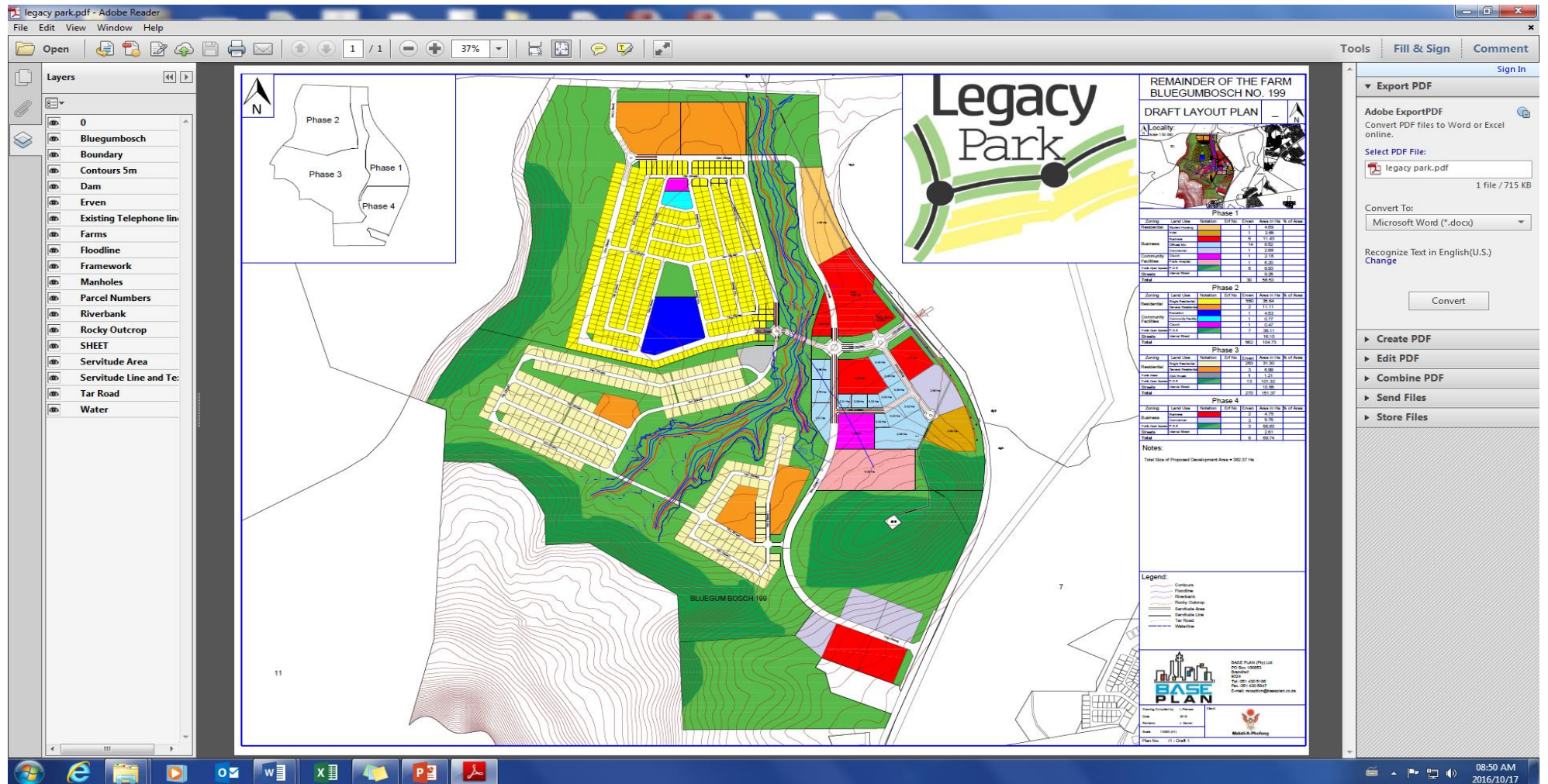
governance arrangements. Strategic interventions for areas of intervention (focus areas) will also be formulated.

In terms of Maluti-A-Phofung Spatial Development Framework, it is cited that SDF needs to give effect to the developmental role of the state by:

- ❑ Supporting the vision of the Provincial Growth & Development Strategy (PGDS) to provide economic growth and development, especially where it addresses job-creation and poverty reduction, in an environmentally sustainable manner within a spatial context and incorporating the principles of good governance
- ❑ Providing spatial development strategies in support of development strategies, including the National Growth Path, the National Development Plan, Free State Vision 2030, the FPGDS and the
- ❑ Provincial Growth Path and Free State Spatial Development Framework, attending to priority intervention areas
- ❑ Emphasising provincial economic growth priorities such as targeted growth areas, priority sectors and corridors, the creation of jobs and the eradication of poverty
- ❑ Providing a system of accessible and interactive economic nodes supported by vibrant rural areas accommodating and catalysing growth and development
- ❑ Promoting high-level spatial interactions and linkages both within the province and between the municipality and its neighbours, including corridor development and national and provincial infrastructure development plans
- ❑ Promoting the pristine natural and cultural resources and mitigating the negative impacts of economic and human activities
- ❑ Providing land for low income and affordable housing to support the delivery of housing units on land accessible to work and services
- ❑ Providing affordable and efficient public transportation

The following maps points out where various development would be taking place within the three towns of Maluti-A-Phofung in the next financial years

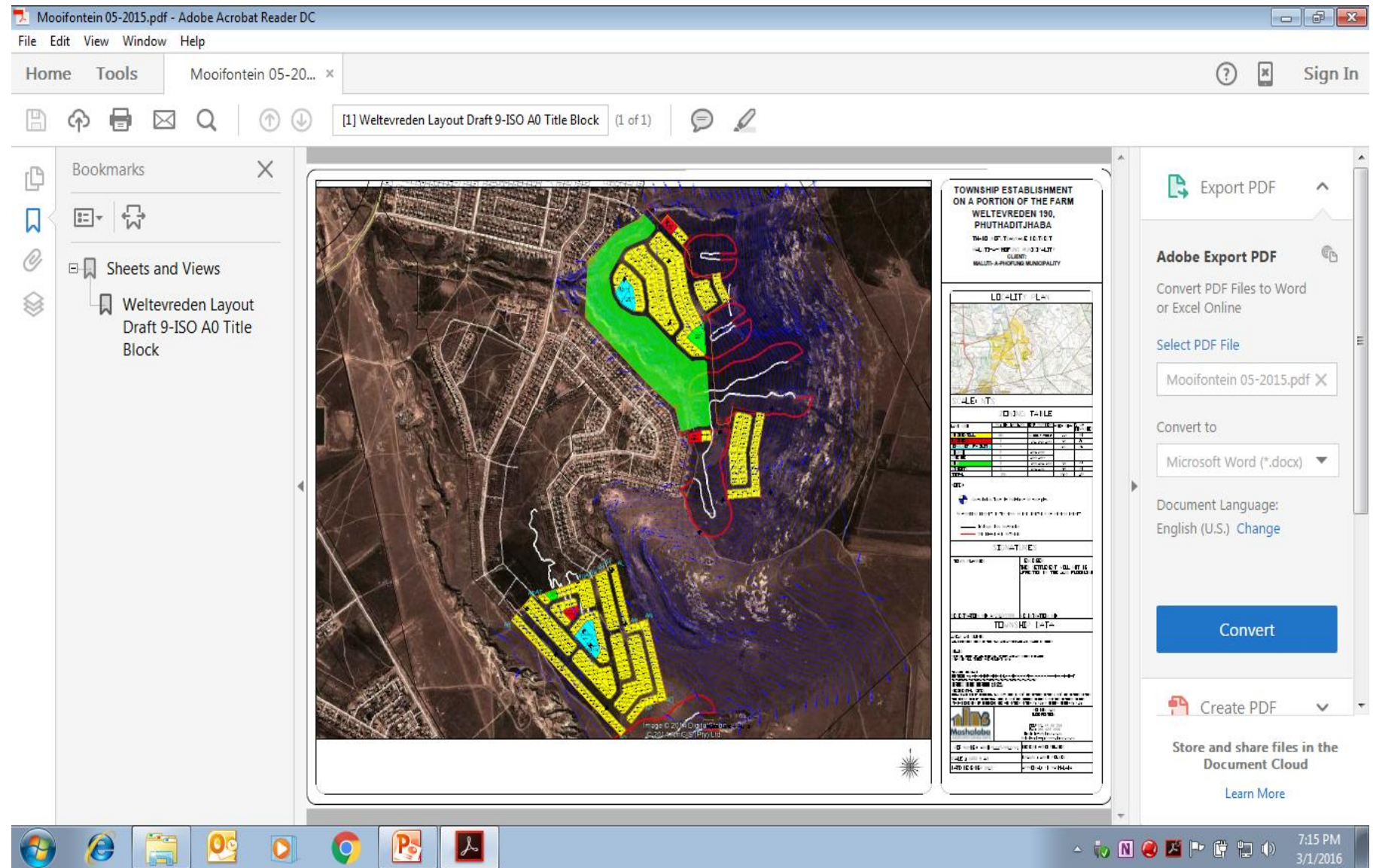
E.4 PENDING AND COMPLETED TOWNSHIP ESTABLISHMENTS



Title Deed registered on the 26-06-2016 in the name of MAP

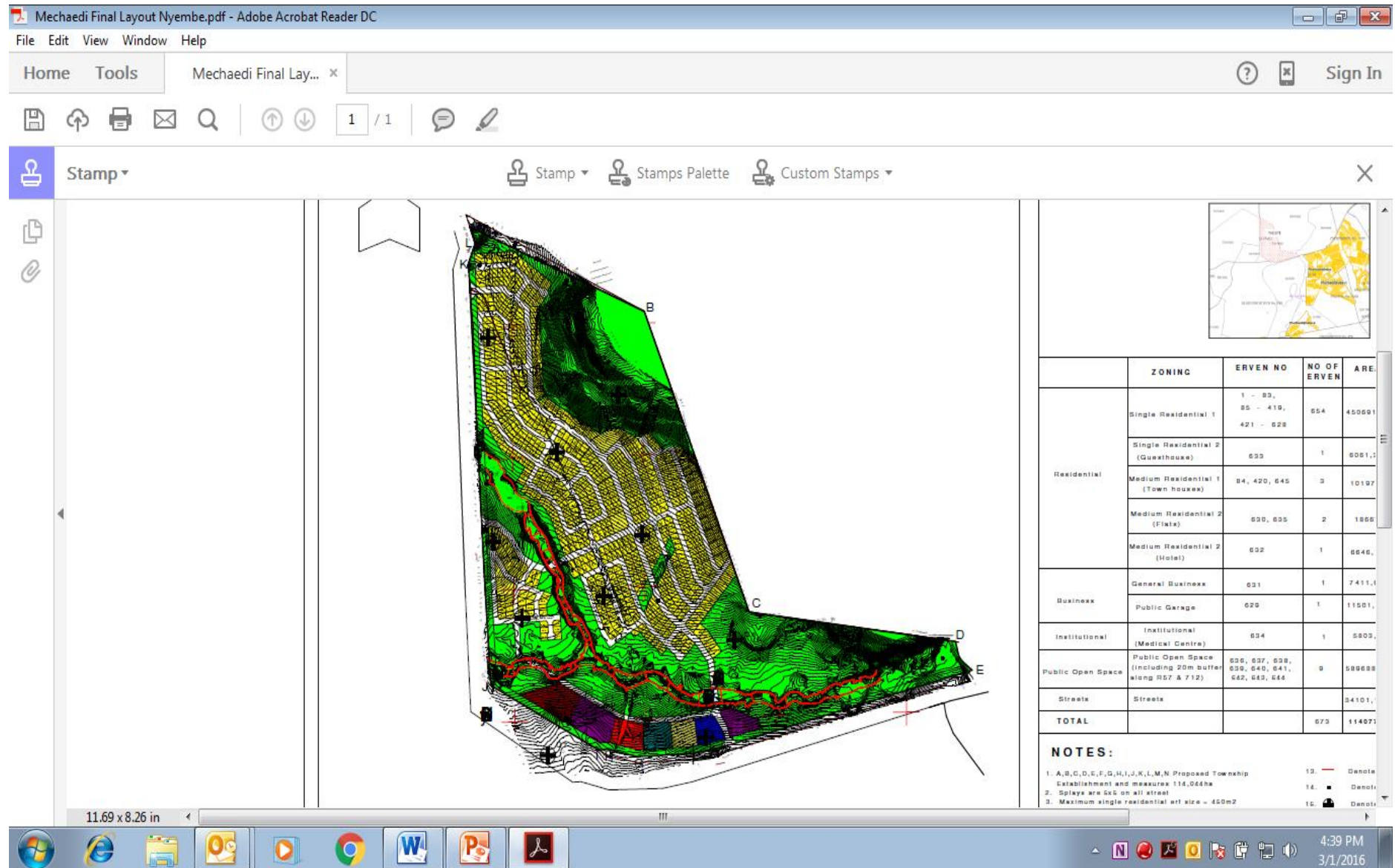


Phuthaditjhaba Ext 10 (phase 2) = 394 stands. Layout plan approved on 26 February 2016



[illegible]

Layout approved by Township's Board on the 26-02-2016 (Site Identified and to be rezoned for a shopping mall)



Portion 71 of Witsieshoek 1903 (Next to University) 652 stands

IMIS - Windows Internet Explorer (http://10.226.141.112:3128)


File View Find Maps Favorites Tools Help

Home Logout My Documents 17/18 0

New Message/Task New To Do New Event Find Output options Recent actions Current map

IMIS

- my IMIS
- Contacts Management
- Venue Management
- Administration
- IMIS-build**
- IMIS-business**
- IMIS-customer**
- IMIS-doc
- IMIS-enviro
- IMIS-fin
- IMIS-hr
- IMIS-infra
- IMIS-land : 11/1880
- IMIS-ops
- IMIS-pms
- IMIS-projects
- IMIS-social
- IMIS-statistics



Map Output Display Options

1880

F01500000000188000011

11/1880

Base Map

General

- Informal Land
- Parcels
- Wards
- Registered**
- Registered
- Surveyed**
- Surveyed

Legend

Drag mouse to pan; Right-click to zoom out; Right-click & hold for menu

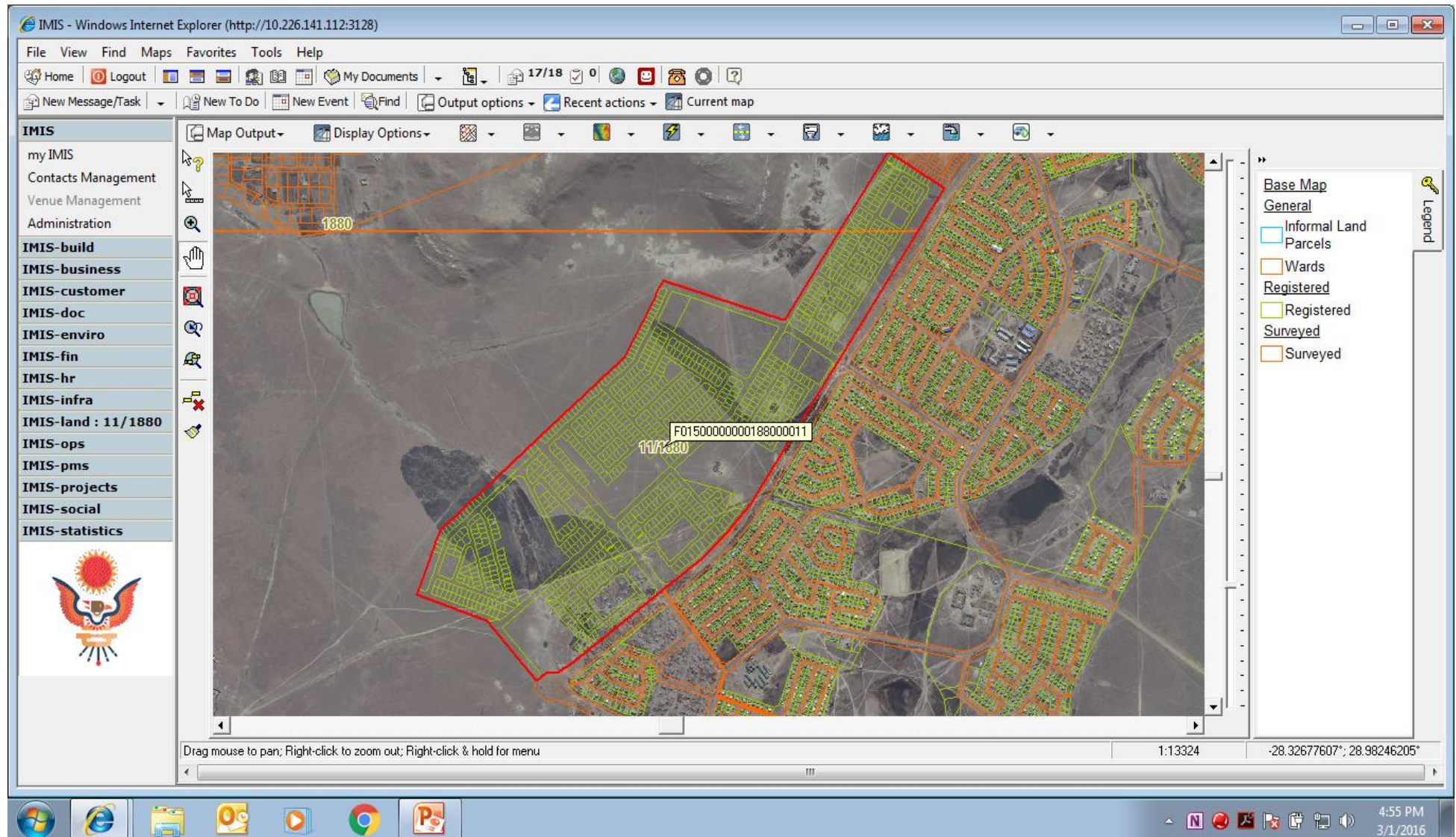
1:13324 -28.32677607°; 28.98246205°

4:55 PM 3/1/2016

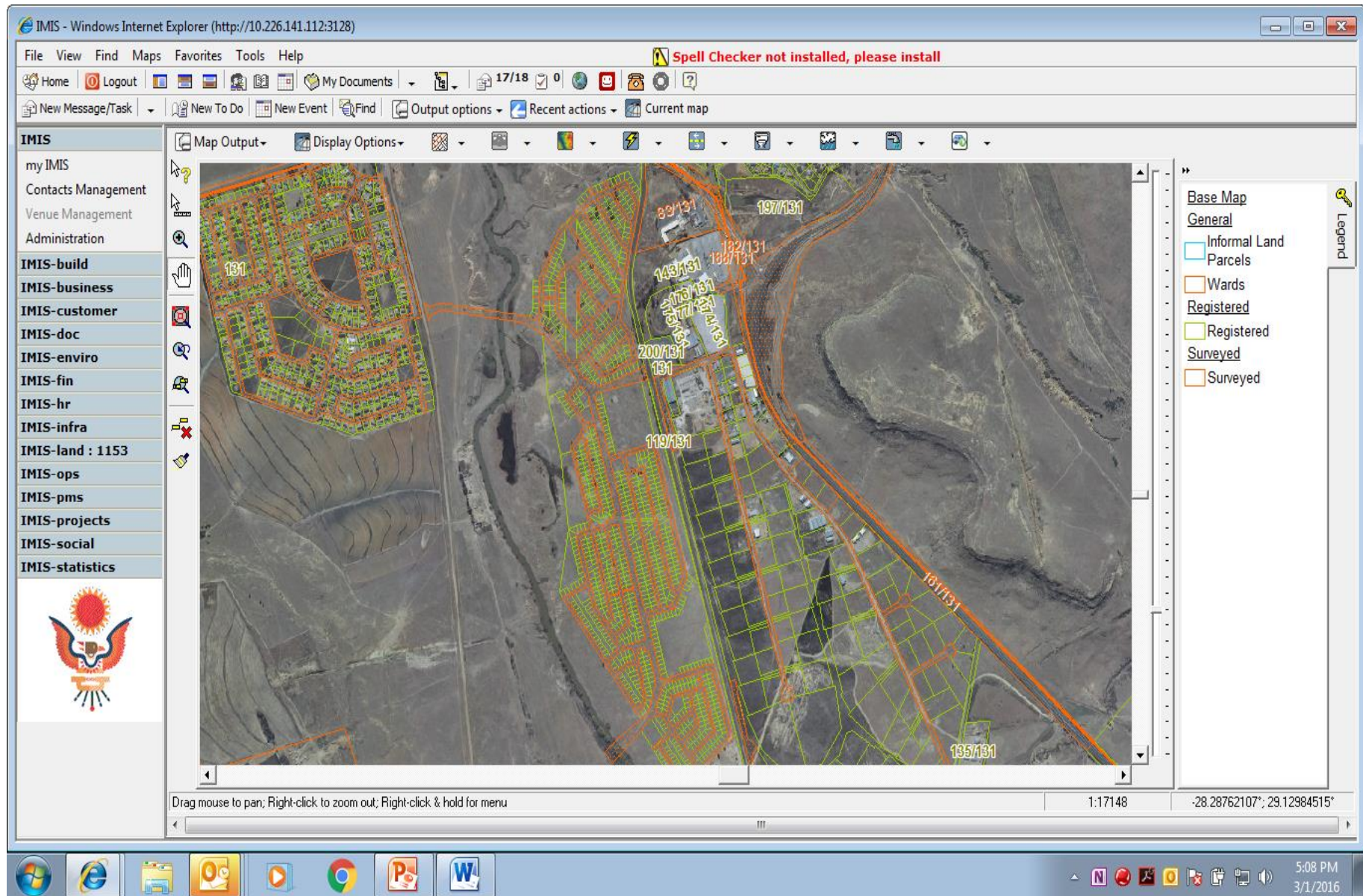
Layout plan with Townships board for approval. Infrastructure comments still to be obtained for access roads



Portion 11 of the farm Randfontein 1880. Tshiame B Extension 1; allocation of 974 Stands - Township proclaimed



Restitution project with 226 stands under claim and 100 completions (remainder of stands for 2019 claim)



Tshiame A – 1051. Proclaimed without services

The screenshot displays the IMIS (Integrated Management Information System) web application running in a Windows Internet Explorer browser. The browser's address bar shows the URL <http://10.226.141.112:3128>. The application interface includes a top menu bar with options like File, View, Find, Maps, Favorites, Tools, and Help. Below this is a toolbar with icons for Home, Logout, My Documents, and other functions. A left sidebar contains a navigation menu with categories like my IMIS, Contacts Management, Venue Management, and Administration, followed by a list of specific modules such as IMIS-build, IMIS-business, and IMIS-land : 1302. The main area features a map of a residential area with various land parcels outlined in green and orange. A label 'TSHIAME-A 1302' is visible on the map. To the right of the map is a legend titled 'Base Map' and 'General', listing categories like Informal Land, Parcels, Wards, Registered, Surveied, and Sectional Schemes. The bottom status bar shows the map scale as 1:14624 and coordinates as -28.29509916°; 29.00048772°. The Windows taskbar at the bottom indicates the time is 5:46 PM on 3/1/2016.

IMIS - Windows Internet Explorer (<http://10.226.141.112:3128>)

File View Find Maps Favorites Tools Help

Home Logout My Documents 0/0 0

New Message/Task New To Do New Event Find Output options Recent actions Current map

IMIS

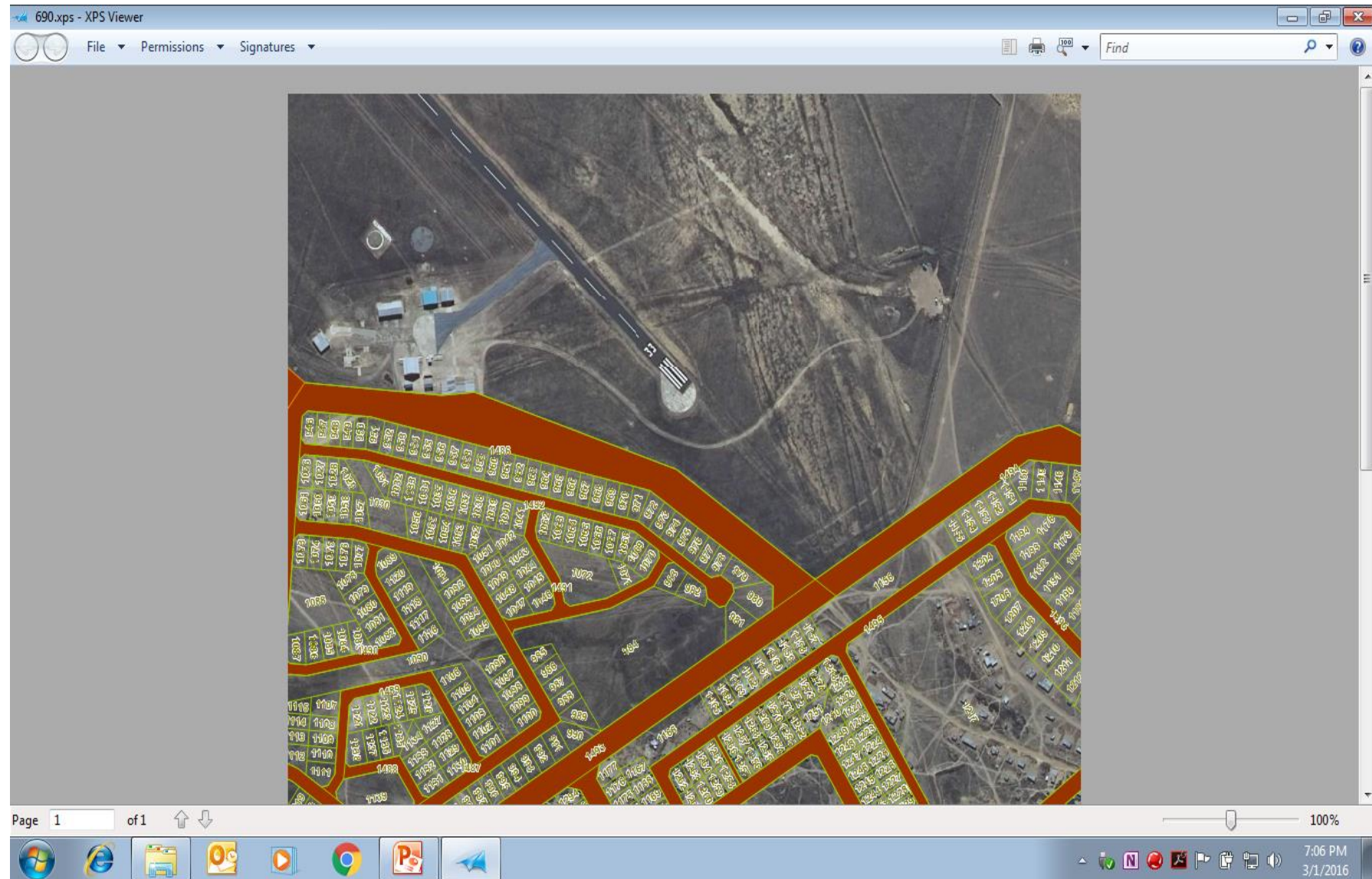
- my IMIS
- Contacts Management
- Venue Management
- Administration
- IMIS-build**
- IMIS-business**
- IMIS-customer**
- IMIS-doc**
- IMIS-enviro**
- IMIS-fin**
- IMIS-hr**
- IMIS-infra**
- IMIS-land : 1302**
- IMIS-ops**
- IMIS-pms**
- IMIS-projects**
- IMIS-social**
- IMIS-statistics**

Drag mouse to pan; Right-click to zoom out; Right-click & hold for menu

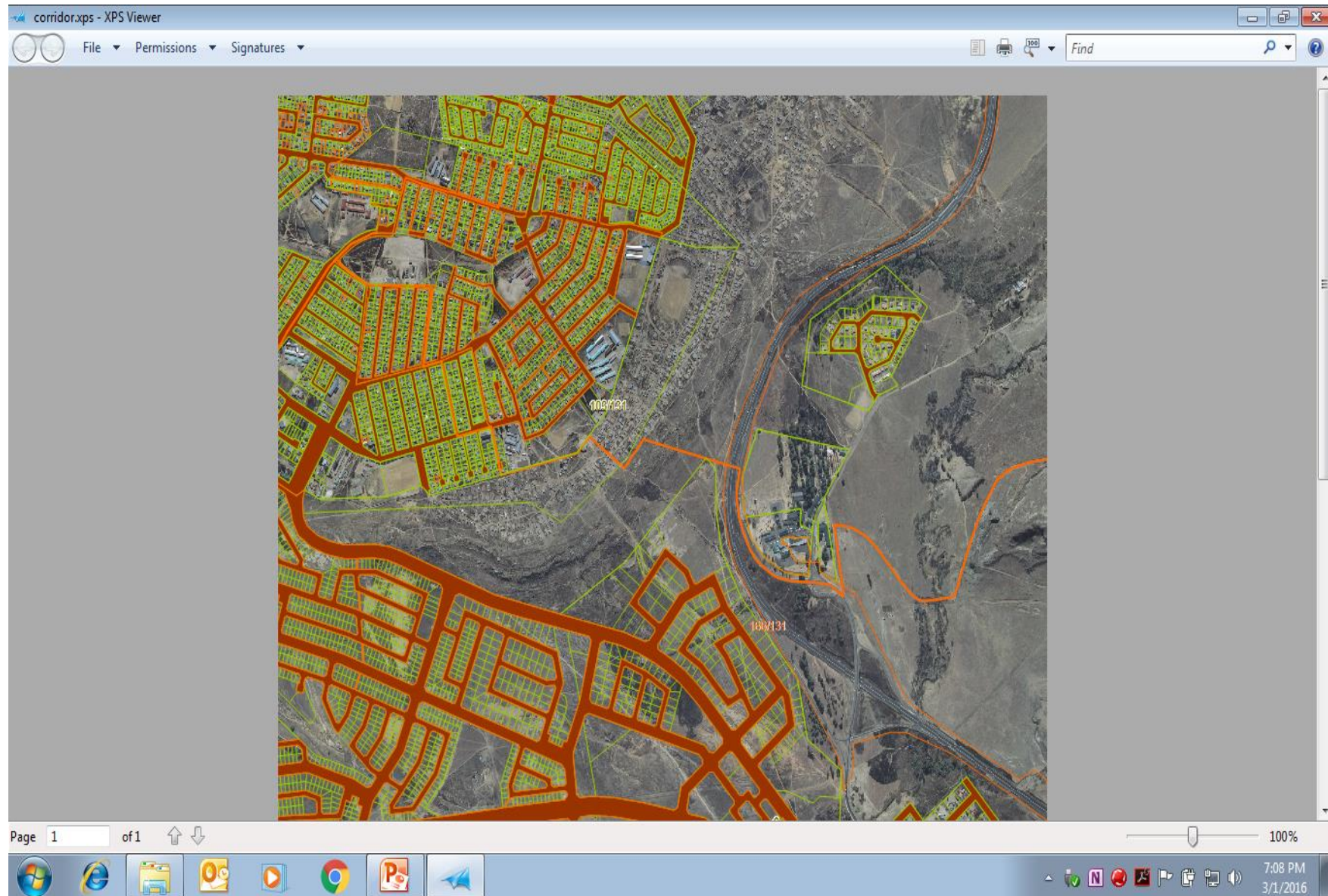
1:14624 -28.29509916°; 29.00048772°

5:46 PM 3/1/2016

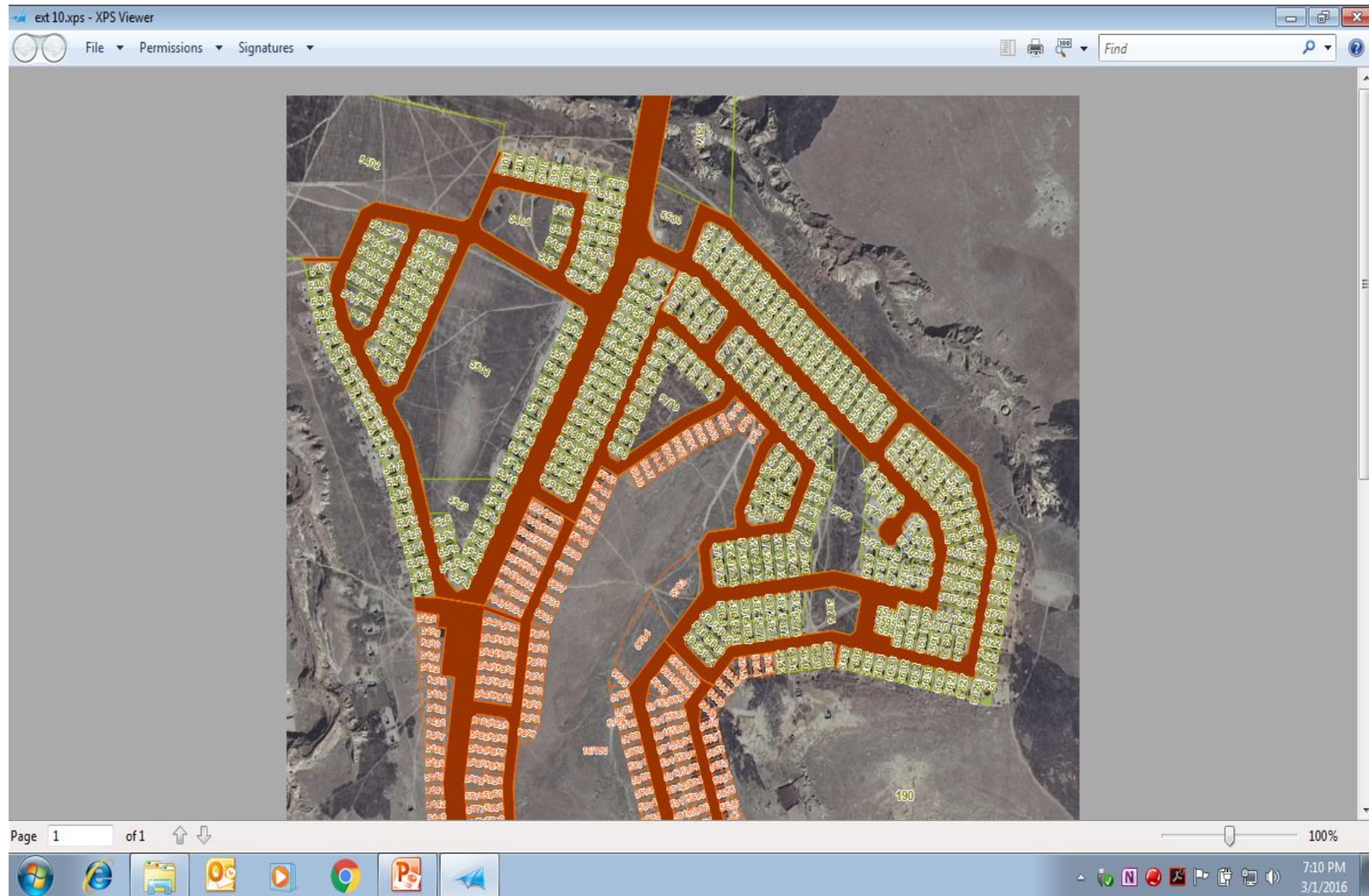
Intabazwe Ext. 1 Informal Settlement formalization = 690 stands and 680 stands: 394 beneficiaries allocated permanent stand. Process in progress



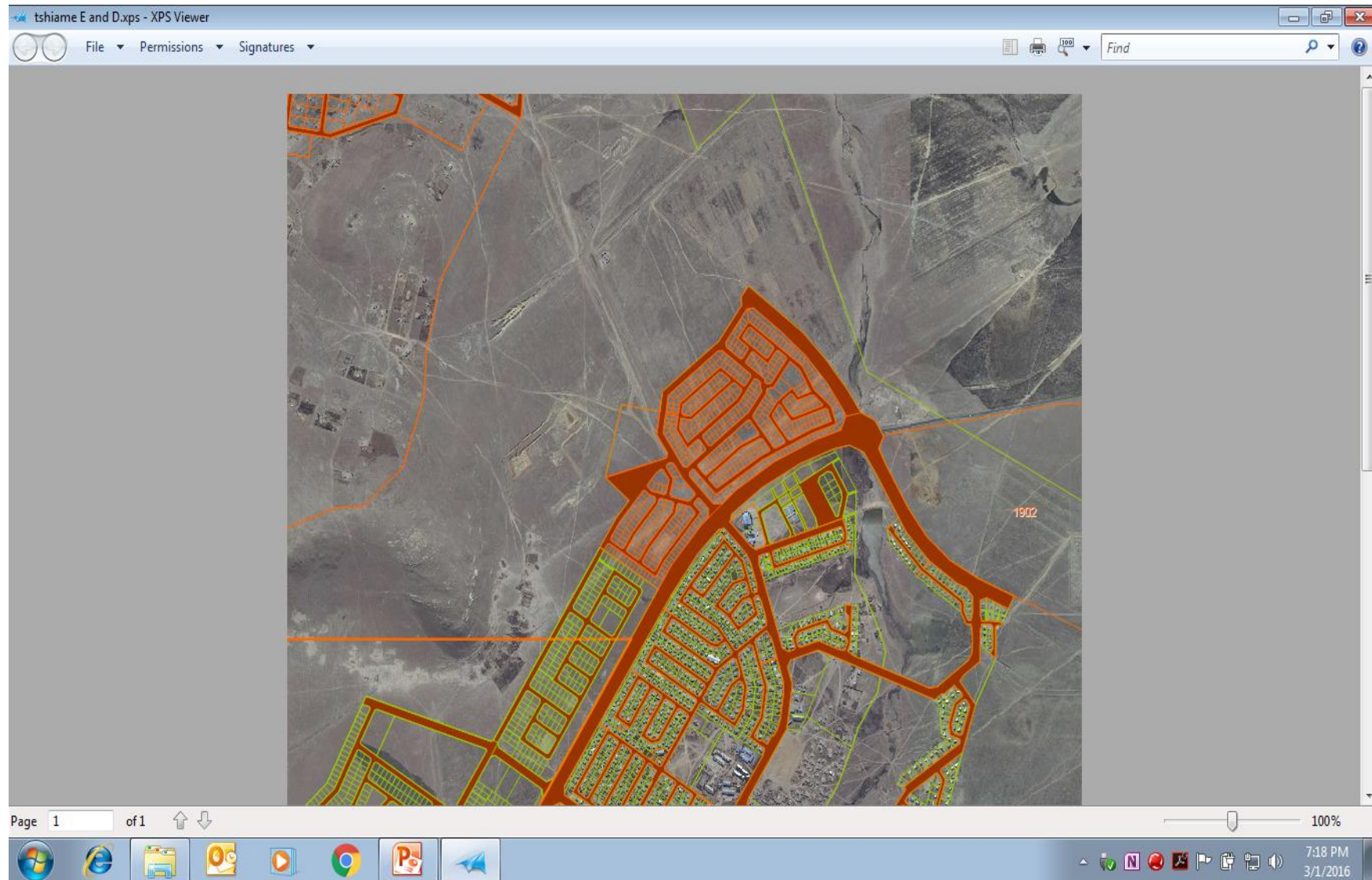
**Intabazwe/ Harrismith Corridor; allocation of 1458 stands (low/ middle income with 330 stands serviced).
Identified for FLISP development/ GAP housing**



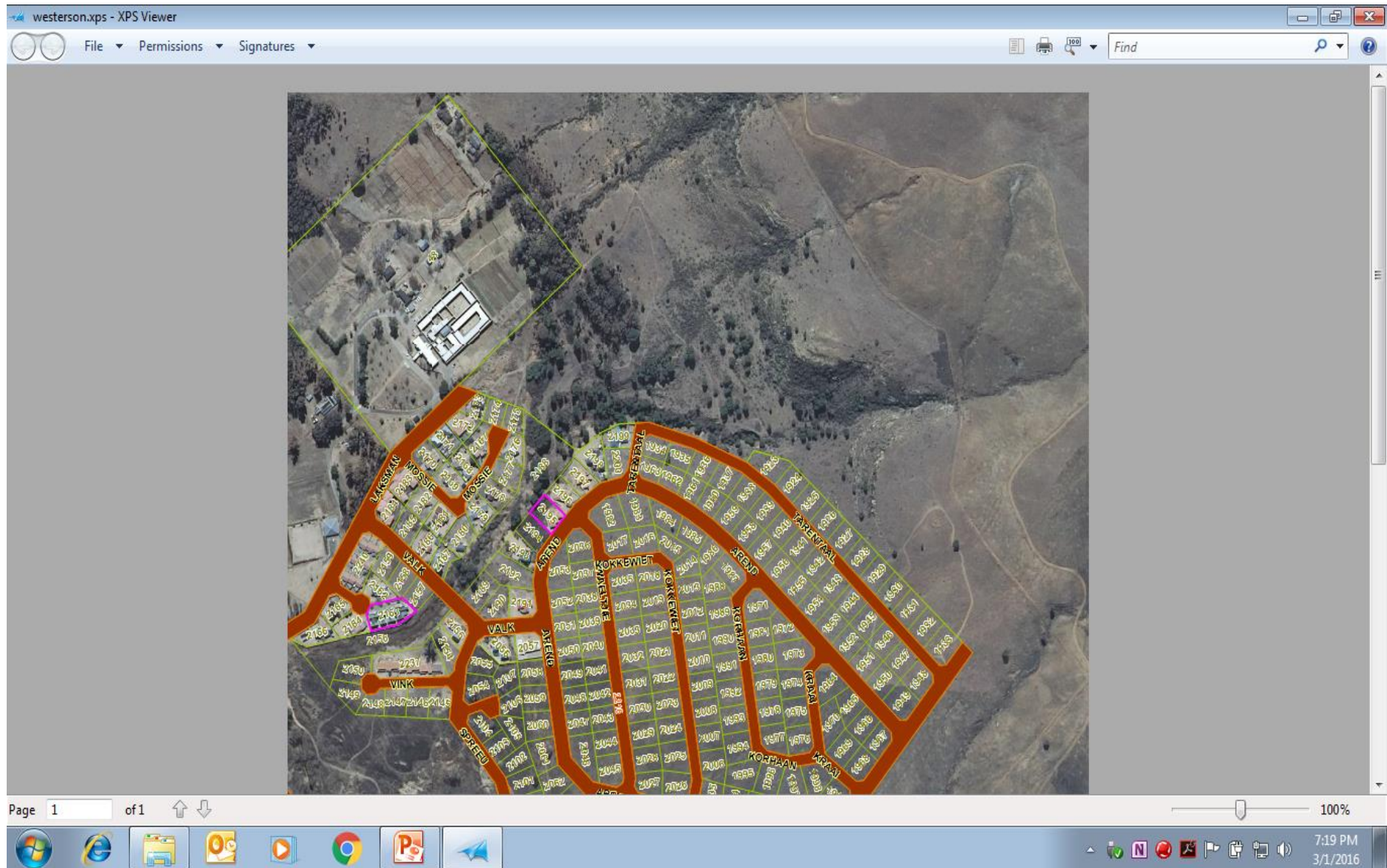
Phuthaditjhaba Ext. 10; allocation of 208 Stands - Site sold with 12 still available



Tshiame D allocated 554 stands. 132 Houses completed



Westerson allocation of 201 stands - Proclaimed but not serviced



SECTION F

F. STATUS QUO ASSESSMENT

F.1 RISK MANAGEMENT

Top 15 Risks

1. Disaster Recovery & Business Continuity Plan not in place
2. Reduced Equitable Shares as a result of conditional grants used for other expenditure
3. Non-compliance with MFMA s65(2)(e) (not paying invoices/ statements within 30 days after being received.
4. Irregular Expenditure
5. Municipality might not function as a going concern
6. Loss of revenue
7. Non-compliance with mSCOA
8. Critical posts vacant
9. Litigations
10. Inability to collect rates and taxes (billing)
11. Electricity cut-off to the whole municipal area by Eskom
12. Distribution loss (mostly electricity)
13. Continuous power interruptions
14. Ineffective contract management system
15. High level of labour disputes

F.2 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance for sustainable delivery of improved services to all households.

Backlogs: 2017/2018

DESCRIPTION	ACCESS TO BASIC SERVICES	BACKLOG TO BASIC SERVICES
Water	44 168	72 692
Sanitation	82 334	65 309
Electricity	94 947	10 778
Roads	4 081	10 201
Housing	189 000	55 000
Refuse	96 128	14 597

The increase to backlogs is due to new many informal settlements which are to be formalised..

❖ WATER

Distribution of Maluti a Phofung households having access to piped water

Main source of water for drinking	
Piped (tap) water inside the dwelling/house	24704
Piped (tap) water inside yard	66994
Piped water on community stand	1606
Borehole in the yard	370
Rainwater tank in yard	333
Neighbours tap	3462
Public/communal tap	1806
Water carrier/tanker	8569
Borehole outside the yard	415
Flowing water/stream/river	657
Well	222
Spring	835
Other	752
TOTAL	110725

STATSSA: Community Survey 2016

Not all households in Maluti-A-Phofung municipal area have access to water on site and inside the dwelling yet. They make use of communal taps. Some of these taps are located further than 200m, which means women and children need to walk far, each day to fetch water. Communal taps and other water connections (some illegal) are not metered and a lot of water is wasted due to a lack of reporting by the community, thus, it is very difficult for Maluti-A-Phofung Water (Pty) Ltd to collect revenue effectively and make it impossible to apply the indigenous policy of free water in those areas. Maluti – A-Phofung is a Water Service Authority and there have been attempts by the Department of Cooperative Governance and Traditional Affairs to pursue MAP to forge relations with neighbouring local municipalities in order to technically support them with water related issues.

❖ SANITATION

Distribution of households in Maluti a Phofung by type of toilet facility

Toilet facility	Households	Percentages
Flush toilet / Chemical toilet	40470	36.6
Pit latrine	65143	60.1
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	192	0.2
Other	1600	1.4
None	1865	1.7
Total	110725	100.0

STATSSA Community Survey 2016

Policy and practice regarding sanitation provision is outlined in the White Paper on Water Supply & Sanitation Policy. The immediate priority is to provide sanitation services to all, which meets basic health and functional requirements including the protection of the quality of both surface and underground water. Ventilated Improvement Pit toilets (VIP) if constructed to agreed standards and maintained properly provide an appropriate and adequate basic level of sanitation service.

RDP targets are such that all inhabitants of the area are empowered to have access to sanitation services, and that the provisions of the services are undertaken within a framework of sound environmental principles. Given that MAP municipality has achieved a 58.4% success in ventilated pit latrines, attests to the fact that the municipality is adhering to and conforming to generally accepted standards of environmental practice. Notwithstanding the above, a lot still has to be done to provide better state of the art and/or flush toilets connected to a sewerage system for the entire municipality.

This remains a challenge to the municipality as planning and allocation of resources has to prioritize on this area of service need. Hygienic conditions and safe living environment have informed municipal operations and rolling out of services to its immediate community. Bucket system has primarily been eradicated within urban areas.

WASTE MANAGEMENT AND WASTE REMOVAL

Distribution of households in Maluti a Phofung by type of refuse removal

Refuse removal	Households	Percentages
Removed by local authority/private company/community members at least once a week	23361	21.1
Removed by local authority/private company/community members less often than once a week	1159	1.0
Communal refuse dump	5682	5.1
Communal container/central collection point	278	0.3
Own refuse dump	65648	59.3
Dump or leave rubbish anywhere (no rubbish disposal)	12181	11.0
Other	2415	2.2
Total	110725	100.0

STATSSA: Community Survey 2016

The figure above shows distribution of households with type of refuse removal. Households with own refuse dump decreased from 62.4% in 2011 to 59.3%. This signals a functional and successful working municipal strategy to continually remove refuse on a weekly basis.

Refuse disposal

LANDFILL SITES

- FS-Establishment of New Landfill site in Qwaqwa
The landfill site is licensed.
Beneficiaries are estimated to 120 being: Women = 66, Youth = 78, Youth F = 43, Youth M = 35 and People with Disability. The proposed landfill site is classified as GLB+, The location: The proposed landfill site will be located on the Portion 110 of the Farm Witsieshoek, 1903 Ward 34, 5 km from (Pereng). Current status is that construction work is in progress.
- Management of Kestell, Harrismith and Qwaqwa Landfill sites
The management and maintenance of Kestell, Qwaqwa and Harrismith landfill sites is done on daily basis by Khabokedi Waste Management (Pty) Ltd with employment of 50 people.

❖ ELECTRICITY

Distribution of households in Maluti a Phofung using electricity

Access to electricity	Households	Percentages
In-house conventional meter	13165	11.9
In-house prepaid meter	89948	81.2
Connected to other source which household pays for (e.g. con	1734	1.6
Connected to other source which household is not paying for	87	0.1
Generator	20	0.0
Solar home system	16	0.0
Battery	16	0.0
Other	649	0.6
No access to electricity	5088	4.6
Total	110725	100.0

STATSSA Community Survey 2016

The above figure shows the distribution of households in Maluti a Phofung municipality with access to electricity.

Source of energy for lighting	Households	Percentages
Electricity from mains	103686	93.6
Other source of electricity (e.g. generator; etc.)	240	0.2
Gas	95	0.1
Paraffin	1070	1.0
Candles	5187	4.7
Solar	124	0.1
Other	32	0.0
None	100	0.1
Unspecified	192	0.2
Total	110725	100.0

STATSSA Community Survey 2016

The above figure shows the distribution of households in Maluti a Phofung municipality with access to electricity for lighting.

Source of energy for cooking	Households	Percentages
Electricity from mains	98073	88.6
Other source of electricity (e.g. generator; etc.)	99	0.1
Gas	2674	2.4
Paraffin	4105	3.7
Wood	4753	4.3
Coal	371	0.3
Animal dung	183	0.2
Solar	-	-
Other	104	0.1
None	294	0.3
Unspecified	67	0.1
Total	110725	100.0

STATSSA Community Survey 2016

The above figure shows the distribution of households in Maluti a Phofung municipality with access to electricity for cooking.

Source of energy for space heating	Households	Percentages
Electricity from mains	67148	60.6
Other source of electricity (e.g. generator; etc.)	203	0.2
Gas	2193	2.0
Paraffin	12200	11.0
Wood	13317	12.0
Coal	3421	3.1
Animal dung	263	0.2
Solar	10	0.0
Other	1637	1.5
None	10171	9.2
Unspecified	160	0.1
Total	110725	100.0

The above figure shows the distribution of households in Maluti a Phofung local municipality with access to electricity for heating.

❖ Roads

DESCRIPTION	ACCESS TO BASIC SERVICES	BACKLOG TO BASIC SERVICES
Roads	4 081	10 201

The municipality have provincial road network, with the N3, R57, R58 and internal roads proclaimed as national and provincial roads. The present condition of both tarred is going up although most of the internal gravelled roads in rural areas are very poor, thus limiting access to communities and economic opportunities.

Most of the roads are maintained by established Developers of youth. The municipality is busy paving roads and this needs a further focus on functions relating to road infrastructure in future.

❖ Storm water

Storm-water systems are in place in most of semi-urban areas, as maintenance of the storm water is continuously attended by different programmes (CWP, EPWP, Contractor Development and municipal officials). However, road and storm water maintenance need to be attended as is the most prioritised by community during public participation for access to schools, clinics and other essential places. Currently the municipality is developing Road and Storm Water Master Plan.

F.3 SOCIAL SERVICES

- **Housing**

Backlogs and housing needs

DESCRIPTION	ACCESS TO BASIC SERVICES	BACKLOG TO BASIC SERVICES
Housing	189 000	55 000

Household weight

Tenure status	Households	Percentages
Rented from private individual	4753	4.3
Rented from other (incl. municipality and social housing ins	507	0.5
Owned; but not yet paid off	6754	6.1
Owned and fully paid off	85791	77.5
Occupied rent-free	10127	9.1
Other	2117	1.9
Do not know	597	0.5
Unspecified	78	0.1
Total	110725	100.0

STATSSA Community Survey 2016

Type of dwelling	Households	Percentages
Formal dwelling	84978	76.7
Informal dwelling	15058	13.6
Traditional dwelling	9294	8.4
Other	1395	1.3
Total	110725	100.0

STATSSA Community Survey 2016

ERF. NUMBERS IN RURAL AREAS (FORMALIZATION)

No.	Township	Ward	Erven
1.	Qholaqhwe	2	827
2.	Dithotaneng	7	1,029
3.	Makhaloaneng	8	890
4.	Matebeleng	9	1,200
5.	Bolata	13	727
6.	Matsieng	15 & 16	823
7.	Makeneng	19	847

8.	Matsikeng	2	914
9.	Lusaka	24	626
10.	Boiketlo	26	1,695
11.	Sebokeng	16	693
Total			10 271

The above figure shows the formalised erfs in the rural areas.

TOWN PLANNING PROJECTS

The town planning proposals for short term future development for the 2018 - 2023 Budget (as indicated on the SDF maps) are listed in the table below:

PHUTHADITJHABA			
REFERENCE NUMBER ON SDF MAP	PROJECT NAME	NUMBER OF ERVEN	BUDGET 2018 - 2023
1.	<u>Bluegumbusch</u> Township Establishment: Planning & surveying, and Opening of Town Register Services	654	R6 million R70 million
2	<u>Phutaditjhaba Ext 10 (Ph 2)</u> Township Establishment: Planning & surveying, and Opening of Town Register Services	394	R600 million R5.5 million
3.	Phuthaditjhaba Portion 71 Witsieshoek (next to University) Purchasing of Land and Township Establishment: Planning & surveying, and Opening of Town Register Services	1907	R30 million by HDA R75 million
4	Planning of a Regional Cemetery		R 1 million

- Health Services (Clinics and Hospitals)**

There are clinics in Qwaqwa including Phuthaditjhaba, Kestell, Harrismith, Intabazwe and Tshiame. The District hospitals are Thebe and Elizabeth Ross Hospital and one Regional hospital: Mofumahadi Manapo Hospital in Phuthaditjhaba for covering community as far as Vrede in Phumelela. There are also mobile clinics and the Emergency Medical Services (ambulances) as below:

Organisation unit	Data	2013	2014	2015	2016	2017
Maluti-a-Phofung Local Municipality	Total population	343342	343970	344821	345752	346234
Agriqwa Farms Mobile 1	Total population	882	964	804	456	170
Bluegumbosch Clinic	Total population	12421	14474	15277	14718	16203
Boiketlo Clinic	Total population	23543	19947	19156	18504	17652
Bolata Clinic	Total population	8488	9310	10146	10130	10512
Dinkweng Clinic	Total population	2686	2891	2335	2377	2484
Eva Mota Clinic	Total population	3753	4277	5716	6230	6729
Harrismith Clinic	Total population	13864	15493	15307	17299	18695
Harrismith Mobile 2	Total population	924	1283	1256	1413	1374
Harrismith Mobile 3	Total population	918	1307	1278	1558	6729
Highway Junction Clinic	Total population	933	978			
Intabazwe Clinic	Total population	6997	8503	11684	14771	17102
Kestell Mobile 1	Total population	784	549	603		
Kestell Mobile 2	Total population	894	713	989	959	859
Khosatsana Masetjhaba Clinic	Total population				3986	5049
Kopanong Clinic	Total population	9468	9824	9217	10481	10398
Lesedi Clinic	Total population	9383	9484	9960		
Ma-haig Clinic	Total population	8816	7211	7395	8643	8389
Makeneng Clinic	Total population	8629	10175	10601	10737	10689
Makhalaneng Clinic	Total population	6730	8006	8839	8810	9747
Makoane Clinic	Total population	13574	13489	14956	15162	14144
Malesaona Clinic	Total population	411	5010	5261	4700	4400
Marakong Clinic	Total population	17026	16621	15135	15744	14237
Matsieng Clinic	Total population	2439	2733	2970	3390	3446
Monontsha Clinic	Total population	12533	12485	117681	11681	10156
Mphatlalatsane Clinic	Total population	8721	10641	10952	13167	13306
Namahali Clinic	Total population	15818	16773	17098	16758	14722
Nthabiseng Clinic	Total population	9430	9827	8505	7963	7647
Paballong Clinic	Total population	12559	12486	12589	12250	11833
Phuthaditjhaba Clinic	Total population	23772	23556	20838	18991	23055
Qholaqhwe Clinic	Total population	15146	14508	14162	14`99	13248
Qwa-Qwa Mobile 2	Total population	2021	2087	2184	2195	2403
Riverside Clinic	Total population	11763	12900	12723	15577	15733
Sekamotho Mota Clinic	Total population	5867	6414	7201	7056	6637
Tebang Clinic	Total population	15478	11891	10267	9798	9649
Thaba Bosiu Clinic	Total population	8586	5394	5763	5812	5939
Thabang Clinic	Total population	4918	5349	5763	5812	5939
Tina Moloi Clinic	Total population	5453	4400	4576	4630	4237
Tseki Clinic	Total population	14465	11464	11262	10922	9875
Organisation unit	Data	2013	2014	2015	2016	2017
Tshiame B Clinic	Total population	13086	13465	13099	12384	11165
Tshirela Clinic	Total population	6452	7018	7128	7287	7658

Major causes of death

Tuberculosis (Including MDR /XDR TB)

Diabetes Mellitus

Influenza and Pneumonia

Immune Deficiency

Other forms of Heart Disease

Intestinal Infectious Diseases

Unnatural diseases (Accidents)

The following trends can be highlighted

Teenage pregnancy

Extended hours of clinics

Availability of professional medical staff and related accommodation

- **SPECIAL PROGRAMMES**

Functions of the Women, Children and people with Disabilities

The Women, Children and People with Disability Division of the Office of the Executive Mayor is responsible for the co - ordination , advocacy and mainstreaming of Community Development services in the community and comprises of 7 programmes.

1. MAP Pauper and Indigent burials Policy

The municipality provides pauper and indigent burial in compliance with the MAP Pauper and Indigent Burial Policy. There are consultative meetings with relevant stakeholders to ensure compliance with the requirements of the Health Act and other legislations. The Ward Councillors and stakeholders such as Funeral Undertakers are raising awareness on Funeral Insurance Policies in the community and the media. This awareness campaigns assist in reducing the number of indigent burials applications and costs to the municipality.

2. Older Persons Programme

The Older Persons Forum and all relevant stakeholders are engaging older persons in various sport codes, talks that promote their rights and health, support to the vulnerable people, and visits to other municipalities so that older persons to relate and interact for empowerment.

3. Substance abuse Programme

Substance abuse has shown to be destroying child and family life, promote criminal behaviour, contribute to the spread of HIV/AIDS, lead to loss of productivity and unemployment, increased poverty and play a significant role in accidents, violence and abuse of women and children. In response to that, the municipality is working together with other stakeholders on prevention and treatment of substance abuse. Substance abuse awareness campaigns are being held in compliance with the Free State Mini Drug Master Plan and Local Drug Action Committee's action plan focusing on the community at large, this include community dialogues, door to door , Ke-Moja programmes at school etc. Annually, consultative meetings are held with Central Drug Authority to evaluate Local Drug Action Committee.

4. Gender Programme

The Victim Empowerment Forum is responsible for promoting the rights and responsibilities of gender based community. At the workplace, this is by sensitizing the employer to comply with equity related legislation and to ensure that skills of all employees are improved. Community organizations are holding Life Skills Education programmes to empower victims of domestic violence and groups such as Lesbian, Gay, and Bi – sexual, Trans – gender and Inter sex (LGBTI). They are doing door to door campaigns and seminars to prevent violence within families and in the communities.

5. Children's programme

MAP Children's Forum was established to promote the realization of children's rights to survival, development, protection, and to mobilize resources on all levels in terms of the National Plan of Action for Children in South Africa (NPAC) 2012 – 2017. There is a high number of children without birth certificates, abusing drugs and without proper care especially the boy children. The Department of Home Affairs requires paternity test report for children born from a SA citizen father and foreign national mother. The municipality is working together with the government departments and non – governmental organizations to assist vulnerable families to raise funds for paternity so that the children are able to access education and social grants. The Forum is also providing the Child and Youth Care Workers with skills they need to affect change in their communities.

6. Disability Programme

The division and Disability Forum have action plans, which were developed in terms of the MAP Disability Policy. These plans focus on facilitating access to specialized services by people with disabilities such as life skills, entrepreneurship skills, mobility training, and sign language training to improve communication among and between deaf people and government and private sector. There are group work sessions with the families to raise awareness on disability and how to access special education and grants. Workshops are held with various stakeholders. The Taxi Industry is one stakeholder which was sensitized on the rights of people with disabilities.

7. HIV, AIDS and STI Programme

HIV, AIDS, TB and STI implementation strategic Plan: 2017 – 2022 was launched in the year 2017. All Health facilities provide HIV, TB & STI treatment and testing daily. The relevant stakeholders are raising awareness on HIV, TB & STI with school children, older persons and in the communities there are groups doing door to door visits. There are support groups in all our Health Care facilities, which were established to empower and support for people living with HIV to live a healthy life style

- Education**

Maluti-A-Phofung	School Attendance		
	Yes	No	Do not know
	128792	188249	580

STATSSA: Community Survey 2016

The figure above shows the education level attained by population.

Distribution by level of education in MAP Municipality

Level of education	Male	Female	Total
Grade 0	6307	6478	12785
Grade 1 / Sub A	6118	6394	12512
Grade 2 / Sub B	5747	6606	12353
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	5686	6508	12194
Grade 4 / Std 2	6463	7753	14216
Grade 5 / Std 3/ABET 2	6435	7395	13829
Grade 6 / Std 4	6954	7783	14737
Grade 7 / Std 5/ ABET 3	7311	8261	15572
Grade 8 / Std 6 / Form 1	9522	10529	20051
Grade 9 / Std 7 / Form 2/ ABET 4	8967	9550	18517
Grade 10 / Std 8 / Form 3	13242	15013	28254
Grade 11 / Std 9 / Form 4	12189	16573	28763
Grade 12 / Std 10 / Form 5	22697	31238	53935
NTC I / N1/ NIC/ V Level 2	206	254	460
NTC II / N2/ NIC/ V Level 3	153	159	312
NTC III /N3/ NIC/ V Level 4	262	285	546
N4 / NTC 4	258	302	560
N5 /NTC 5	249	339	588
N6 / NTC 6	345	429	774
Certificate with less than Grade 12 / Std 10	98	115	212
Diploma with less than Grade 12 / Std 10	154	217	371
Certificate with Grade 12 / Std 10	960	1399	2359

Level of education	Male	Female	Total
Diploma with Grade 12 / Std 10	1229	1978	3208
Higher Diploma	1085	1696	2781
Post Higher Diploma Masters; Doctoral Diploma	262	278	540
Bachelors Degree	733	851	1584
Bachelors Degree and Post graduate Diploma	402	338	741
Honours degree	405	534	939
Higher Degree Masters / PhD	290	192	482
Other	258	215	473
No schooling	6911	11931	18842
Unspecified	-	-	-
Not applicable	21312	20983	42296

Source: Statistics South Africa, Census 2011

Highest level of education	
No schooling	16422
Grade 0	10575
Grade 1 / Sub A/Class 1	10301
Grade 2 / Sub B/Class 2	8843
Grade 3 / Std 1/ABET 1	14828
Grade 4 / Std 2	14119
Grade 5 / Std 3/ABET 2	13580
Grade 6 / Std 4	16267
Grade 7 / Std 5/ ABET 3	15385
Grade 8 / Std 6 / Form 1	18299
Grade 9 / Std 7 / Form 2/ ABET Occupational certificate NQF Level 1	23359
Grade 10 / Std 8 / Form 3 Occupational certificate NQF Level 2	34900
Grade 11 / Std 9 / Form 4 Occupational certificate NQF Level 3	35415
Grade 12 / Std 10 / Form 5/Matric/NCV Level 4 Occupational certificate NQF Level 3	62628
NTC I / N1	284
NTC II / N2	177

NTC III /N3	563
N4 / NTC 4/ Occupational certificate NQF Level 5	1337
N5 /NTC 5/ Occupational certificate NQF Level 5	838
N6 / NTC 6/ Occupational certificate NQF Level 5	1507
Certificate with less than Grade 12 / Std 10	235
Diploma with less than Grade 12 / Std 10	368
Higher/National/Advanced Certificate with Certificate with Grade 12 / Occupational Certificate NQF	1493
Diploma with Grade 12 / Std 10/ Occupational Certificate NQF Level 6	4413
Higher Diploma/ Occupational Certificate NQF Occupational Certificate NQF 7	2080
Post Higher Diploma Masters;	1090
Highest level of education	
Bachelors Degree/ Occupational Certificate NQF Level 7	1874
Honours Degree/Post graduate Diploma/Occupational Certificate NQF Level 8	1341
Master's/Professional Master's at NQF Level 9 degree	223
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	145
Other	1124

STATSSA: Community Survey 2016: Created on 26 October 2016)

Schooling and level of education within municipal boundaries seem to be fairly balanced. The number of learners / students across levels of education represents a fair balance. This demonstrates consistency at the level of the rolling out of education facilities, infrastructure, focus and attention to detail. National concerns at the level of numeracy and literacy seem to be fairly dealt with in the context of MAP municipality. This successful intervention measure must then translate into comparative advantage for purposes of skills preparation for economic participation

STATISTICS OF BURSARY HOLDERS FOR 2018 FUNDEDE BY MUNICIPALITY

UNIVERSITIES

UNIVERSITY NAME	TOTAL
1. University Of Free State	194
2. Central University Of Technology	20
3. University Of Johannesburg	22
4. Wits University	11
5. North West University	10
6. Vaal University Of Technology	09
7. Durban University Of Technology	06
8. Tshwane University Of Technology	13
9. Stellenbosch University	01
10. University Of Cape Town	01
11. University Of The Western Cape	01
12. University Of Pretoria	01
13. University Of Zulu Land	01
TOTAL	290

COLLEGES

COLLEGE NAME	TOTAL
1. Maluti TVET College	2
2. Motheo TVET College	3
3. Taung Agricultural College	4
4. Glen Agricultural College	1
5. Boston City Campus	2
6. Boston Media House	1
7. Damelin	1
8. Gauteng City College	1
9. Rosetech College	1
10. CTI	1
11. Person Institute	1
12. MSC Business College	1
13. AIR 43 Aviation School	1
14. MACH 1 Aviation Academy	1
15. Denel Aviation School	1
TOTAL	22

DC19 MALUTI-A-PHOFUNG LIST OF SCHOOLS: DATA SOURCE: SA-SAMS FEBRUARY 2018

EMIS Nr	School Name	Type of School	Category of School	Quintiles	Circuit	Circuit Manager	LONG	LAT	Section 21	Teaching Language	Hostel	Geographical Loc	Tel Nr	Learners	Educa
445109039	AKOFANG I/S	Public	Intermediate	Q2	11	MR JM TWALA	28.818526	-28.517242	Section 21	English	No	PHUTHADITJHABA	7131367	619	
445101260	BEACON S/S	Public	Ordinary Sec	Q4	12	MR P ZIM	28.783025	-28.521908	Section 21	English	No	MABOLELA VILLAGE	7133993	796	
445109063	BLUEGUMBOSCH S/S	Public	Ordinary Sec	Q3	11	MR JM TWALA	28.845854	-28.479751	Partly Section 21	English	No	BLUEGUMBOSCH	7141126	335	
445109055	BODIBENG P/S	Public	Primary	Q1	12	MR P ZIM	28.84136	-28.557907	Section 21	Parallel: Eng/Sotho	No	Marakong	7897010	796	
445109012	BOIKETLONG P/S	Public	Primary	Q1	12	MR P ZIM	28.825192	-28.551407	Section 21	Parallel: Eng/Sotho	No	BOIKETLO VILLAGE	7896451	895	
441705107	BOIPOPO P/S	Public	Primary	Q3	9	MR TP MOSEA	29.017705	-28.306254	Section 21	English	No	TSHIAME A	6352340	162	
445105188	BOITELO P/S	Public	Primary	Q1	11	MR JM TWALA	28.870361	-28.521242	Section 21	Parallel: Eng/Sotho	No	TEBANG LOCATION	7128324	1184	
445109062	BOITSEBELO JUNIOR TECHNICAL	Public	Intermediate	Q3	12	MR P ZIM	28.791901	-28.530498	Section 21	English	No	WITSIESHOEK	7133945	179	
445109051	BOLATA I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.794691	-28.572405	Section 21	English	No	WITSIESHOEK	6937453	328	
445109058	CLUBVIEW P/S	Public	Primary	Q3	11	MR JM TWALA	28.837693	-28.49891	Section 21	Parallel: Eng/Sotho	No	CLUBVIEW	7141932	690	
445109057	CLUBVIEW S/S	Public	Ordinary Sec.	Q3	11	MR JM TWALA	28.83986	-28.50091	Section 21	English	No	CLUBVIEW	7140964	552	
440401291	DEOTREFES CHRISTIAN PI/S	Independent	Primary		9	MR TP MOSEA	28.703101	-28.304301		English	No	KESTELL	6531345	56	
445109005	DIKWENA S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.825692	-28.570073	Section 21	English	No	WITSIESHOEK	7891155	181	
445101232	DINARE S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.768523	-28.586405	Partly Section 21	English	No	POELONG	7131367	303	
445109014	DIPHAKWENG P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.818692	-28.586405	Section 21	English	No	HOSPITAL	7133993	409	
445105200	DIQHOBONG P/S	Public	Intermediate	Q1	11	MR JM TWALA	28.883028	-28.55724	Section 21	Parallel: Eng/Sotho	No	QWAQWA	7141126	661	
445101258	DITHOTANENG I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.775857	-28.557906	Section 21	English	No	DITHOTANENG VILLAGE	7897010	220	
441701191	ED-U-COLLEGE QQ PI/S	Independent	Primary		12	MR P ZIM	28.782358	-28.518075		English	No	PHUTHADITJHABA	7896451	529	
441701192	ED-U-COLLEGE QQ SI/S	Independent	Ordinary Sec.		12	MR P ZIM	28.7825	-28.517833		English		LEFIKA	7132525	248	
441705125	EERAM IF/S	Farm	Intermediate	Q1	16	MR MA MALEKA	29.036208	-28.101101	Partly Section 21	English	No	HARRISMITH	7219952	112	

441705211	HARRISMITH CHRISTIAN ACADEMY C/S	Independent	Combined		8	MR LMM LETHEPA	29.129709	-28.270424		English	No	HARRISMITH	6221664	126	
441705197	HARRISMITH HOËRSKOOL S/S	Public	Ordinary Sec.	Q5	8	MR LMM LETHEPA	29.134709	-28.269424	Section 21	English	Yes	HARRISMITH	6221170	458	
441705199	HARRISMITH P/S	Public	Primary	Q5	8	MR LMM LETHEPA	29.123875	-28.258092	Section 21	English	Yes	HARRISMITH	6231931	761	
441705033	HARRISMITH S/S	Public	Ordinary Sec.	Q1	8	MR LMM LETHEPA	29.105542	-28.242926	Section 21	English	No	HARRISMITH	6223598	520	
445105189	HLAJOANE S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.835692	-28.641902	Section 21	English	No	TSHESENG	7894076	200	
445101240	HLATSENG I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.717022	-28.551073	Section 21	English	No	MONONTSHA CLUSTER	7136171	184	
445109015	ITEBOHELENG P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.807025	-28.587738	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	7890083	880	
441705012	ITLHAHANELENG P/S	Public	Primary	Q3	8	MR LMM LETHEPA	29.088208	-28.243592	Partly Section 21	English	No	INTABAZWE	6223964	412	
445101242	ITLOTLISENG P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.790525	-28.538574	Partly Section 21	English	No	PHUTHADITJHABA	7893019	431	
445109059	JUSTICE LEFUMA P/S	Public	Primary	Q2	11	MR JM TWALA	28.848694	-28.479577	Partly Section 21	Parallel: Eng/Sotho	No	BLUEGUMBOSCH	7141128	1115	
445101245	KARABELO I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.783858	-28.552906	Section 21	English	No	WITSIESHOEK	7210050	335	
445105158	KATLEHO P/S	Public	Primary	Q1	10	MR TP STAAT	28.854193	-28.639736	Section 21	SeSotho	No	MOKODUMELA	7150232	583	
441705208	KGETHATSEBO-KHETHULWAZI S/S	Public	Ordinary Sec.	Q2	9	MR TP MOSEA	28.992301	-28.32607	Section 21	English	No	TSHIAME B	6353348	992	
445109042	KGOPJANE P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.802191	-28.576239	Section 21	English	No	NEAR ATANG STORE	7898275	930	
445101244	KGOTSONG P/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.772191	-28.541074	Section 21	English	No	WITSIESHOEK	5248411	289	
445109052	KHOTHALANG C/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.785524	-28.574739	Section 21	English	No	BOLATA VILLAGE	7524553	658	
445101237	KOALI S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.785191	-28.537574	Section 21	English	No	WITSIESHOEK	7130435	201	
445105168	KOOS MOTA I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.868193	-28.634403	Section 21	English	No	WITSIESHOEK	7210144	405	
445101238	LEBOHANG P/S	Public	Primary	Q2	14	MR SD SEJAKE	28.773857	-28.535074	Section 21	English	No	71 MATEBELENG VILLAGE	7893023	736	
445101230	LEKGULO S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.76769	-28.574238	Partly Section 21	English	No	WITSIESHOEK	7136304	704	
445109045	LEPANYA P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.789691	-28.584405	Section 21	Parallel: Eng/Sotho	No	SEPHURWANENG	7134468	200	
445105186	LERATO P/S	Public	Primary	Q1	11	MR JM TWALA	28.851027	-28.519575	Section 21	Parallel: Eng/Sotho	No	QHOLAQHWHE	7162027	1292	
441705201	LERATO UTHANDO CS/S	Public	Comp. Sec.	Q3	8	MR LMM LETHEPA	29.09319	-28.24517	Section 21	English	No	INTABAZWE	6221851	890	
445101254	LESAOANA I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.719855	-28.568905	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	7150748	786	

445109061	LETLOTLO P/S	Public	Primary	Q1	11	MR JM TWALA	28.801858	-28.575905	Section 21	Parallel: Eng/Sotho	No	LEEUEW STREET	7134268	1773
445109043	LETOTOLO P/S	Public	Primary	Q2	12	MR P ZIM	28.784691	-28.522241	Section 21	Parallel: Eng/Sotho	No	MABOLELA VILLAGE	7130464	1617
445109031	LETSHA-LE-MADUKE P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.837526	-28.555407	Section 21	Parallel: Eng/Sotho	No	LETSHA LE MADUKE VILLAGE	7894152	871
445109054	LETSIBOLO P/S	Public	Primary	Q3	12	MR P ZIM	28.809859	-28.549907	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	7136319	876
445101243	LIBE P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.76819	-28.567572	Section 21	SeSotho	No	TSEKI	9971401	354
445105155	MAANANKOE S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.854859	-28.640402	Partly Section 21	English	No	THIBELLA	7890008	202
441705063	MABATE IF/S	Farm	Intermediate	Q1	9	MR TP MOSEA	28.989034	-28.370251	Non-Section 21	English	No	HARRISMITH	4907286	73
445109024	MABELA C/S	Public	Intermediate	Q1	12	MR P ZIM	28.822859	-28.548074	Section 21	English	No	WITSIESHOEK	7894104	1037
445109016	MABEWANA P/S	Public	Primary	Q1	10	MR TP STAAT	28.822359	-28.562239	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	7896173	679
445105169	MACHAEA P/S	Public	Primary	Q1	11	MR JM TWALA	28.872194	-28.555074	Section 21	Parallel: Eng/Sotho	No	QWA QWA	7130239	939
445109026	MADIBOHO I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.810192	-28.559906	Section 21	English	No	BOLATA VILLAGE	7136021	581
445101239	MAFIKA-DITSHIU P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.769023	-28.586238	Section 21	Parallel: Eng/Sotho	No	POELONG	7136153	557
445109040	MAFUBE I/S	Public	Intermediate	Q3	11	MR JM TWALA	28.816859	-28.521575	Section 21	English	No	PHUTHADITJHABA	7130995	410
445101246	MAJARA P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.76669	-28.559406	Section 21	English	No	MAKHALOANENG VILLAGE	7132273	141
445105191	MAJWENG PF/S	Farm	Primary	Q1	9	MR TP MOSEA	28.884197	-28.306753	Partly Section 21	English	No	QWA QWA	5029784	205
445109002	MAKABELANE CS/S	Public	Comp. Sec.	Q2	12	MR P ZIM	28.784025	-28.524908	Section 21	English	Yes	PHUTHADITJHABA	7133491	697
445105159	MAKENENG P/S	Public	Primary	Q1	10	MR TP STAAT	28.820525	-28.607737	Section 21	SeSotho	No	MOKODUMELA	7890005	981
445101236	MAKGABANE S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.720355	-28.567238	Section 21	English	No	WITSIESHOEK	7139030	123
445105160	MAKGETHENG P/S	Public	Primary	Q1	10	MR TP STAAT	28.841525	-28.653235	Section 21	English	No	WITSIESHOEK	7895163	283
445101247	MAKHALOANENG P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.785358	-28.537907	Section 21	English	No	WITSIESHOEK	7893001	747
445109023	MAKONG I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.806858	-28.592904	Section 21	English	No	MOKODUMELA	0603753	181
445105183	MAKWANE I/S	Public	Intermediate	Q1	11	MR JM TWALA	28.884861	-28.543408	Section 21	English	No	NEXT TO MOHALADITWE S. SEC	0040026	357
445101248	MAMOSA I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.790191	-28.606904	Section 21	English	No	WITSIESHOEK	7133514	189
445109001	MAMPOI S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.816375	-28.584072	Section 21	English	Yes	MOKODUMELA	7891211	947
445109017	MANGAUNG I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.821525	-28.575072	Section 21	English	No	QWAQWA	7896070	386
445109034	MANTSHATLALA I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.835359	-28.569406	Section 21	English	No	LETSHALEMADUKE	7890090	845

445105154	MASOPHA S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.892694	-28.625237	Section 21	English	No	DINKWENG	7891151	56
445109018	MATSIENG P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.804191	-28.587238	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	2342508	533
445109064	MATSIKENG P/S	Public	Primary	Q1	11	MR JM TWALA	28.848034	-28.50146	Partly Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	2978143	512
445105182	MATSWAKENG I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.883194	-28.639569	Section 21	Parallel: Eng/Sotho	No	TSESENG	7898921	255
445109044	MEHLODING P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.794024	-28.573072	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	6901151	654
445105149	METSI-MATSHO S/S	Public	Ordinary Sec.	Q1	12	MR P ZIM	28.872194	-28.593405	Section 21	English	No	PHUTHADITJHABA	7890107	336
445105170	MIRI P/S	Public	Primary	Q1	12	MR P ZIM	28.892528	-28.589072	Section 21	English	No	WITSIESHOEK	7128291	360
445105203	MMATHABO S/S	Public	Ordinary Sec.	Q1	11	MR JM TWALA	28.856028	-28.490243	Section 21	English	No	PHUTHADITJHABA	7162098	712
445105150	MOHALADITWE S/S	Public	Ordinary Sec.	Q1	11	MR JM TWALA	28.875028	-28.543574	Section 21	English	No	DIKGAKENG	7136659	646
445105161	MOHALE P/S	Public	Intermediate	Q1	10	MR TP STAAT	28.819858	-28.61957	Partly Section 21	English	No	MAKENENG	7890060	714
445101234	MOHATO S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.755523	-28.556906	Section 21	English	No	MONONTSHA	7150908	811
445105171	MOHLAKANENG I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.900861	-28.623737	Section 21	English	No	REITPAN	7894107	95
445109019	MOJATSOHLE P/S	Public	Primary	Q1	10	MR TP STAAT	28.819859	-28.571239	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	7891103	751
445109041	MOLIBELI P/S	Public	Primary	Q2	12	MR P ZIM	28.834693	-28.539574	Section 21	English	No	MANGAUNG	7136000	962
445101249	MONONTSHA I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.740023	-28.560239	Section 21	English	No	WITSIESHOEK	7150090	199
445105151	MOOKODI S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.820858	-28.618403	Partly Section 21	English	No	MOKODUMELA	7890122	501
445109067	MORENA MOKOPELA S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.793161	-28.568046	Section 21	English	No	PHUTHADITJHABA	7890125	535
445802150	MORENA TSHOHISI MOLOI II P/S	Public	Primary	Q3	9	MR TP MOSEA	28.99075	-28.32404	Partly Section 21	English		KHUTLONG SA KHOLOKOE	4568657	1080
445109010	MOTEKA S/S	Public	Ordinary Sec.	Q2	12	MR P ZIM	28.833026	-28.539907	Section 21	English	No	NAMAHADI	7890007	240
445109032	MPHATLALATSANE P/S	Public	Intermediate	Q1	11	MR JM TWALA	28.83636	-28.507742	Partly Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	3966020	854
441705027	MPHOPHOMO C/S	Public	Intermediate	Q1	8	MR LMM LETHEPA	29.387215	-28.290925	Non-Section 21	English	No	VAN REENEN	9583586	219
445101250	NAKA P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.767024	-28.536907	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	7130173	534
445109033	NAMAHADI P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.834359	-28.56024	Section 21	Parallel: Eng/Sotho	No	QWA QWA		241
445109035	NEO P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.822859	-28.584238	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	7897600	1002
441705122	NEXUS P/S	Public	Primary	Q3	9	MR TP MOSEA	28.987701	-28.321587	Section 21	SeSotho	No	TSHIAME C	6353155	1303
441705065	NHLAKANIPHO I/S	Public	Intermediate	Q1	8	MR LMM LETHEPA	29.107042	-28.243426	Section 21	English	No	INTABAZWE	6232360	607

440101190	NKARABENG S/S	Public	Ordinary Sec.	Q1	9	MR TP MOSEA	28.692357	-28.324917	Partly Section 21	English	No	KESTELL	6531104	879
445109025	NKHOBISO S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.820859	-28.573239	Section 21	English	No	PHUTHADITJHABA	7891420	383
445105172	NTEBOHISENG P/S	Public	Primary	Q1	11	MR JM TWALA	28.885362	-28.536075	Section 21	English	No	PHUTHADITJHABA	7128294	644
445101286	NTHABISENG S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.77019	-28.574072	Section 21	English	No	NEXT TO MAGISTRATES COURTS	7892383	225
445101251	PABALLONG P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.768357	-28.537074	Section 21	Parallel: Eng/Sotho	No	PABALLONG	7136063	648
445109046	PHAHAMENG I/S	Public	Intermediate	Q1	13	MR MJ NTSHEFU	28.76869	-28.589571	Section 21	Parallel: Eng/Sotho	No	BOLATA VILLAGE	6578761	575
445109048	PHAMONG P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.805525	-28.555073	Partly Section 21	Parallel: Eng/Sotho	No	BOLATA VILLAGE	0716912218	519
445105174	PHETA I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.851693	-28.605238	Section 21	English	No	MOEDING	7897085	524
445105162	PHIRI I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.801191	-28.622236	Section 21	English	No	MAKENENG	7894670	414
441705123	PULAMADIBOHO P/S	Public	Primary	Q3	8	MR LMM LETHEPA	29.087541	-28.251425	Section 21	English	No	INTABAZWE	6221054	810
445105194	QHOLAQHWE I/S	Public	Intermediate	Q1	11	MR JM TWALA	28.852194	-28.518909	Section 21	English	No	MAKWANE	7162025	1215
441705061	QHUBEKA P/S	Public	Primary	Q3	8	MR LMM LETHEPA	29.099708	-28.252758	Partly Section 21	IsiZulu	No	INTABAZWE	6221621	815
445109036	QIBI P/S	Public	Primary	Q1	10	MR TP STAAT	28.84036	-28.571573	Section 21	Parallel: Eng/Sotho	No	MAQHWELENG VILLAGE	8132679	440
445109037	QWABI P/S	Public	Primary	Q1	12	MR P ZIM	28.83486	-28.543907	Section 21	SeSotho	No	HARANKOPANE VILLAGE	7893975	1058
445109049	QWAQWA C/S	Public	Intermediate	Q3	11	MR JM TWALA	28.800025	-28.524741	Section 21	English	No	BEIRUT	7130418	512
445802170	QWAQWA SAFE SCHOOL SPEC	Public	Specialised		14	MR SD SEJAKE			Non-Section 21	English		PHUTHADITJHABA	7187000	25
445109003	REAHOLA S/S	Public	Ordinary Sec.	Q3	11	MR JM TWALA	28.816692	-28.519242	Section 21	English	No	PHUTHADITJHABA	7135627	614
440101270	RETIEF C/S	Public	Combined	Q4	9	MR TP MOSEA	28.692357	-28.318085	Section 21	English	Yes	KESTELL	6531254	1425
441705106	SASAMALA S/S	Public	Ordinary Sec.	Q3	9	MR TP MOSEA	29.109208	-28.271591	Section 21	English	No	HARRISMITH	6252355	584
441705142	SCHREINER'S CLAIM PF/S	Farm	Primary	Q1	8	MR LMM LETHEPA	29.233212	-28.176598	Non-Section 21	IsiZulu	No	HARRISMITH	6232668	49
445101233	SEANAKWENA I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.783358	-28.558073	Section 21	English	No	POELONG	7210051	253
445105175	SEDIBENG P/S	Public	Primary	Q1	10	MR TP STAAT	28.854526	-28.62207	Section 21	English	No	TSESENG VILLAGE	7895125	222
445105163	SEKGOMPEPE P/S	Public	Primary	Q1	10	MR TP STAAT	28.851359	-28.636069	Partly Section 21	English	No	TSHESENG	9971569	480
445105164	SEKGOTHADI P/S	Public	Primary	Q1	10	MR TP STAAT	28.808524	-28.62307	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	7892404	759
445101231	SEKGUTLONG S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.739022	-28.567739	Section 21	English	Yes	MONONTSHA	7210077	672
445105165	SELEBALO P/S	Public	Primary	Q1	10	MR TP STAAT	28.808691	-28.607904	Section 21	Parallel: Eng/Sotho	No	QWAQWA	7128301	328

445109006	SELELEKELA S/S	Public	Ordinary Sec.	Q3	12	MR P ZIM	28.804525	-28.522575	Section 21	English	No	PHUTHADITJHABA	7132911	212
445109050	SELEMELA P/S	Public	Primary	Q1	13	MR MJ NTSHEFU	28.793191	-28.563573	Section 21	Parallel: Eng/Sotho	No	MOKODUMELA	0723837776	341
441705060	SENTEBALE P/S	Public	Primary	Q3	8	MR LMM LETHEPA	29.099875	-28.210094	Partly Section 21	English	No	INTABAZWE	6223330	484
445101261	SENTINEL P/S	Public	Primary	Q3	12	MR P ZIM	28.773191	-28.521075	Section 21	English	No	WITSIESHOEK	7131657	995
445109022	SEPHOKONG I/S	Public	Intermediate	Q3	12	MR P ZIM	28.818193	-28.502076	Section 21	Parallel: Eng/Sotho	No	ENGEN GARAGE	7132533	283
445101241	SETSOTO I/S	Public	Intermediate	Q1	14	MR SD SEJAKE	28.790025	-28.53824	Section 21	English	No	NEXT TO UNITING CHURCH	7893003	182
445105202	SHAKHANE S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.818025	-28.607071	Section 21	English	No	MAKENENG VILLAGE	7128308	206
445105177	SHOESHOE P/S	Public	Primary	Q1	11	MR JM TWALA	28.886362	-28.543408	Section 21	SeSotho	No	MAKWANE	7897012	578
441705026	SOBA PF/S	Farm	Primary	Q1	9	MR TP MOSEA	28.684358	-28.205757	Non-Section 21	English	No	KESTELL	0762471678	127
445101255	TABOLA P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.792025	-28.541907	Section 21	Parallel: Eng/Sotho	No	WITSIESHOEK	7893021	1053
445109066	TATAISONG P/S	Public	Primary	Q3	11	MR JM TWALA	28.808982	-28.532378	Section 21	Parallel: Eng/Sotho	No	PHUTHADITJHABA	7131764	1371
445109038	TEBANG I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.836859	-28.575572	Section 21	English	No	- STADIUM, PASS BY MAMPOI HIGH	7895252	127
445105176	TEBOHO P/S	Public	Primary	Q1	11	MR JM TWALA	28.883695	-28.533741	Section 21	Parallel: Eng/Sotho	No	NEAR MAKWANE MAGISTRATE COURT	7107951	1073
445105178	THABA-BOSIU I/S	Public	Intermediate	Q1	12	MR P ZIM	28.875027	-28.590405	Section 21	SeSotho	No	PHUTHADITJHABA	2363161	474
445109008	THAHAMESO S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.787191	-28.574905	Section 21	English	No	WITSIESHOEK	9448419	298
445109004	THALABODIBA S/S	Public	Ordinary Sec.	Q1	10	MR TP STAAT	28.840026	-28.571239	Section 21	English	No	NEXT TO QIBI PRIMARY SCHOOL	7893964	871
445109068	THAROLLO I/S	Public	Intermediate	Q2	11	MR JM TWALA	28.828193	-28.510209	Partly Section 21	English		BLOCK L	9970312	1121
445101256	THEBE-YA-KGOMO P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.739689	-28.568405	Section 21	SeSotho	No	MONONTSHA VILLAGE	7107154	427
445101257	THEJANA P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.739856	-28.567072	Section 21	Parallel: Eng/Sotho	No	MONONTSHA VILLAGE	7150334	216
445105166	THIBELLA I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.853359	-28.639736	Section 21	English	No	TSHESENG	7891861	269
445109060	THIBOLOHA SPEC	Public	Specialised		12	MR P ZIM	28.816526	-28.538407	Section 21	Sign Language	Yes	RIVERSIDE	7130048	363
445109009	THOKOANA MAKAOTA S/S	Public	Ordinary Sec.	Q2	12	MR P ZIM	28.803359	-28.517408	Section 21	English	No	QWAQWA	6598862	389
445109030	TISETSO P/S	Public	Primary	Q1	11	MR JM TWALA	28.808359	-28.509576	Partly Section 21	Parallel: Eng/Sotho	No	PHUTHADITJHABA	7133770	1000
445109029	TLHORONG S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.812359	-28.561406	Section 21	English	No	WITSIESHOEK	7892382	481
441705214	TLOKWENG P/S	Public	Primary	Q1	10	MR TP STAAT	28.860153	-28.627123	Partly Section 21	SeSotho	No	TSESENG VILLAGE	7897518	338
445109027	TSEBO S/S	Public	Ordinary Sec.	Q1	12	MR P ZIM	28.823859	-28.546574	Partly Section 21	English	No	MOTEBANG ROAD	7897041	1116

441705207	TSEBONG- OLWAZINI P/S	Public	Primary	Q3	9	MR TP MOSEA	29.089708	-28.260424	Partly Section 21	English	No	HARRISMITH	6353360	1107	
445101228	TSEKI S/S	Public	Ordinary Sec.	Q1	14	MR SD SEJAKE	28.734356	-28.500575	Section 21	English	Yes	WITSIESHOEK	7890042	187	
445105181	TSESENG P/S	Public	Primary	Q1	10	MR TP STAAT	28.87186	-28.635236	Section 21	Parallel: Eng/Sotho	No	TSHESENG	7895196	215	
445109007	TSHIBOLLO S/S	Public	Ordinary Sec.	Q1	13	MR MJ NTSHEFU	28.805358	-28.585905	Section 21	English	No	MOKODUMELA	7891708	300	
445101283	TSHITSO P/S	Public	Primary	Q1	14	MR SD SEJAKE	28.774524	-28.569905	Section 21	English	No	NEXT TO TSEKI HIGH SCHOOL	7890091	197	
445105167	TSHWARA-THEBE I/S	Public	Intermediate	Q1	10	MR TP STAAT	28.800691	-28.625569	Section 21	Parallel: Eng/Sotho	No	TSHIRELA	7128312	267	
441705001	VULINDLELA P/S	Public	Primary	Q1	8	MR LMM LETHEPA	29.104875	-28.252592	Section 21	IsiZulu	No	HARRISMITH	6231704	1138	
445101266	WITSIESHOEK P/S	Public	Primary	Q4	12	MR P ZIM	28.803859	-28.537407	Section 21	English	No	PHUTHADITJHABA	7130396	1150	
445109077	ZR MAHABANE P/S	Public	Primary	Q1	11	MR JM TWALA	28.885395	-28.540208	Partly Section 21	English	No	THABONG LUSAKA	7101076	1150	

Maluti-a-Phofung municipality have Maluti TVET Colleges in QwaQwa and Harrismith and the University of Free State QwaQwa Campus for further education.

F.4. PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Developmental Objectives and Priorities on the IDP

Following an extensive and interactive consultation processes between the elected leaders, municipal administration, communities and stakeholders the municipality has agreed to the following developmental priorities that should be achieved in the next five years. These development priorities are steeped within the overall cluster system of government.

SUSTAINABLE INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
Water Sanitation Electricity Waste management Roads, streets, storm-water Housing Cemeteries Land development	Agricultural development Tourism development Land reform Industrial development Skills development SMME development
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Health services Environmental management Education and training Parks, Sports and recreation services Library services Transport	Increased revenue base from rates and taxes Corporate governance Institutional transformation Community-based planning
PUBLIC SAFETY	
Disaster Management Safety and Security Traffic Control Emergency services	

- **Strategic Objective:** Promote a culture of accountability and clean governance
- **Strategic objective:** To ensure effective coordination of governance processes and compliance to legislative requirements
 - **Intended outcome:** Compliance to government processes and legislative requirements

Governance structures

Area of focus	Availability/ Non-availability	Functionality
Internal Audit function	Available	Functional
Audit Committee	Available	Functional
Oversight committee (MPAC)	Available	Functional

Ward committees	Available	Functional
Council committee	Available	Functional
Supply chain committee	Available	Functional
mSCOA committee	Available	Functional
Municipal Planning Tribunal (MPT)	Available	Functional

Management and operational systems

Area of focus	Availability/ Non-availability	Functionality	Challenges	antidotes
Complaints management system	Available	Functional	-	-
Fraud prevention	Available	Functional	-	-
Communication strategy	Available	Functional	-	-
Stakeholder mobilisation strategy or public participation strategy	Available	Functional	-	-

F.5. COMMUNITY PARTICIPATION AND NEEDS ASSESSMENT

The following are the needs which were captured during the IDP, Cash suspense, Indigent process, Introduction to flat rate, Revenue enhancement, Spatial Development Framework (SDF) and water by-laws public road shows conducted to all the 35 Wards around the Maluti-A-Phofung Municipality. During these community participation sessions, a number of issues were raised by the members of the community. Amongst others were those needs which are the competency of the local government sphere whereas others were the competency of the other two spheres of government. At the level of planning, municipality realized the importance of capturing these needs as per NSDP objectives and critically identifies such needs as per Wards. These made it manageable for the various directorates within the municipality to incorporate the funded needs into their Services Delivery Budget Implementation plan.

WARD 1 CLLR THABO MOLOI	WARD 2 CLLR KEMELO MOLOI	WARD3 CLLR SEBINA MAHLANGU	WARD 4 CLLR SIBONGILE MSIMANGA
Top 5 priorities a. 200 households electricity connections b. Water connections Makgolokoeng c. Sewer connections Makgolokoeng d. Paved road 8km Makgolokoeng e. Sites	Top 5 priorities a. Re-graveling of roads b. Paved main access roads 2.1km Matsikeng and 770m Mphatlalatsane c. VIP toilets – Matsikeng d. High mast lights e. Sports, Arts and recreational facilities	Top 5 priorities a. Water connections Ext. 5 b. Sewer Ext. 4 and Boipatong c. Bridge next to clinic d. Sites – affordable prices e. Roads maintenance	Top 5 priorities a. Installation of high mast lights and their maintenance b. 8km streets pavement c. Formalization of shacks d. Formalization of sites e. VIP toilets at Silahlwiwe and Dumping site

High mast lights	Street lights maintenance	Bridge Phahameng	Roads maintenance
High mast lights maintenance	Electricity formalization Matsikeng and Difariking	Primary School	Speed humps
Streets pavement	Foot bridge – Matsikeng	Clinic for 24/7	RDP houses
Shacks formalization	Site for graveyard	RDP houses	Re-gravelling of roads
VIP toilets	Township formalization	Storm water channels Extension 4	Gravel for stopping water to shacks
Gravel for stopping water to shacks	Proper sewer network connection	Security for Bloemfontein ambulance	Electricity connections - Silahliwe
Re-gravelling of roads	Leaking sewer	Upgrading of Sports ground	EPWP – for cleaning
EPWP – for cleaning	Leaking water	Sports & recreational facilities	Solar geysers
Solar geysers	High mast lights	Unfinished RDP houses	Street lights maintenance
Street lights maintenance	Electricity cut offs	High mast lights	Water cut offs
Taxi rank	Vending stations and solar geysers	Fencing of Social Development Office	Overhead bridge - Lotusville
Vending stations	Clinic – Matsikeng	Fair appointment of tenders	Upgrading of water network
	Community Hall	Fire emergency	Clinic
	RDP houses	Paving of roads	EPWP - cleaning
	Budget for Ward based planning	Youth Centre/Information Centre	Crime prevention
	24/7 hours Mphatlalatsane clinic	Upgrading of Netball Court/Security	
	Electricity transformers	Sewer leakages,	
	Maintenance of graveyards	Functioning of Computer Lab	
	Speed humps	Clean water at farms	
	Job opportunities/ Youth programme	Mobile clinic at Ysterlig farm & others	
		MAP Water Satellite office	

WARD 5 CLLR MANDLA TSHABALALA	WARD 6 CLLR MAY TSOTETSI	WARD 7 CLLR MATSHEDISO TSOEU	WARD 8 CLLR KGAUTA MOTAUNG
Top 5 priorities <ol style="list-style-type: none"> Improvement of water supply at Pholani Section Paving of roads Regraveling of roads Storm water drainages in Pholani Installation of high mast lights 	Top 5 priorities <ol style="list-style-type: none"> Street paving – Tshiame C Resurfacing of streets – Wilgepark and Town High mast lights and street lights – TshiameBC, Town and Schoon Plaas Jojo tanks in 15 farms Community hall - Wilgepark 	Top 5 priorities <ol style="list-style-type: none"> Re-graveling of roads Vending stations Water connections Electricity transformers Crescent mall hiring of workers 	Top 5 priorities <ol style="list-style-type: none"> Public roads maintenance Re-graveling of roads Upgrading of water networks-leakages Vending stations Pheella and ha Mosikidi Upgrading of Lekgulo Sports Ground
Streets pavement	Paved roads – S1437 Road	VIP toilets	High mast lights – Lebohang school, Lekgulo and Mabopane
High mast lights maintenance	Re-graveling of streets	Electricity meter boxes	Streets maintenance
Gravel for stopping water to shacks	Storm water drainage	Water –and clean water Taboha School	Upgrading of sports ground - Lekgulo
Shacks formalization	Provision of water bulk services	RDP houses	Storm water channels
Solar geysers	Speed humps	Roads maintenance	Clinic
Electricity connections – Dumping side	Sports facilities	Indigent registration	Incomplete RDP houses New RDP houses
Rehabilitation of Landfill site – closed	Refuse bins	High mast lights maintenance	Electricity connections- new stands

EPWP cleaning	High mast lights maintenance	High mast lights	Electricity cut offs
Water connections Mkhondo informal settlement	Provision of electricity	Crime prevention – Rape	Paved road from Mabopane to Masechaba
Water cut offs	Title deeds	Hiring at Crescent Mall	Electricity transformers
Upgrading of water networks	Taxi rank	Cracking of the school	sub-contractors be ward based
Re-gravelling of roads	Vending stations	Electricity bridging	Paved road Makgalaneng to Lebohang
Formalization of sites	Upgrading of sports grounds	Paved roads	Budget for electricity destroyed appliances
Sports grounds upgrading	Sites for residential, businesses and churches	Re-graveling of streets	Foot bridges: Tikathole to Lebohang, Phomolong to Makgalaneng, Tshwaranang to Ha Jimmy
VIP toilets	Electricity house connections		Graveling of Mosikidi road
Street lights maintenance	Community parks		Youth employment
Roads maintenance	Shopping mall		Permanent job creation
	VIP toilets to farm communities		Upgrading of sewer networks
	Incomplete RDP houses		Solar geysers
	RDP houses		SAPS Satellite police station
	Solar panels to farm communities		VIP toilets
	Recreational facilities		Community Hall
			Library Makgalaneng & Matebeleng
			Bursaries
			Learnerships/Internships
			Youth Centre

WARD 9 CLLR MANONO MOTSHWENENG	WARD 10 CLLR MOJALEFA NALEDI	WARD 11 CLLR JOSEPH RANTSANE	WARD 12 CLLR THABO HATLA
Top 5 priorities <ol style="list-style-type: none"> Re-graveling of roads – the whole ward Foot bridges – Between Paballong and Poelong and Kudumane Speed humps – Leribe next to Naka school High mast lights maintenance Vending stations: Poelong, Paballong Phase 1, Leribe 	Top 5 priorities <ol style="list-style-type: none"> Electricity house connections – Poelong 1.8km paved roads – Dinare, Sekgutlong and Tsoha o iketsetse Foot bridges – Sekgutlong to Sedibeng, Masaleng, Mphatlalatsane Cemetery, Masaleng to Tseki, Masimong to Khanyane, Provision of water High mast lights installations – Sekgutlong and Sedibeng 	Top 5 priorities <ol style="list-style-type: none"> Roads re-graveling Water connections: Mantsubise Tribal office, Next Mohato School, Masimong, Phallang and Namoha Electricity Network & house connections Vending stations Installation of boreholes Leratong Village Foot bridge Poelong to Namoha	Top 5 priorities <ol style="list-style-type: none"> Paved road from Makgalanyane to Dikgakeng school and around Thella Boy Upgrading of and maintenance of Masimong and Diteneng road and Rantjhabeng Vending stations VIP toilets Foot bridges Thella Boy to Lepanya, Naledi to Makong and Masimong to Maboshokane Water leakages after Mofomo project
Storm water channels	Storm water drainages	Streets maintenance	RDP houses
Paved roads	Vending stations	Roads maintenance	High mast lights
Bridges	Bridges	RDP houses	High mast lights maintenance
Bulk water services	Roads re-graveling	Storm water channels	Electricity cut offs
High mast lights	Speed humps	Installation of boreholes Leratong	Crime prevention

Electricity households connections	Sports facilities	Paved road from Hlatseng to Golden Gate (R712)	Bursaries
Upgrading of electricity transformers	Upgrading of sports grounds	Culverts installation at entrance	Renovation of Dikgakeng School
Sports facilities	Water leakages	Street lights maintenance	Bridge Masimong road
Upgrading of sports grounds	VIP toilets	High mast lights	
Water borne system	Councillor's office	Fencing of graveyards	
	Provision of cemeteries	Upgrading of sports grounds	
Provision of water at schools	Fencing of cemeteries	Community Hall	
Water leakages	Upgrading of electricity transformers	Donga rehabilitation to stop graveyards erosion	
Job creation	Electricity cut offs	Job creations	
Youth employment		Recreational parks Recreational parks	
		VIP toilets: Marallaneng Phase 2, Hlatseng, Sehlaneng and Leratong	
		Building of Namoha Monument (battle of Namoha)	
		Shortage of nurses at Malesaoana and Monontsha clinics	
		Satellite Police Station	

WARD 13 CLLR PULANE MOFOKENG	WARD 14 CLLR MATSEBETSEBE MHLAMBI	WARD 15 CLLR MASEKAO LEBUSA	WARD 16 CLLR AZAEL NHLAPO
Top 5 priorities <ol style="list-style-type: none"> Paved access roads – Malakoane Street and Thahameso streets , Road to Kgoptjane School and unfinished Thahameso paved road, Vending stations Kgoptjane and Jesu o teng Electricity transformer – Bolata Central VIP toilets Roads graveling – Jesu o teng Theosane 	Top 5 priorities <ol style="list-style-type: none"> Electricity connections B-Strong Paved road Madiboho road Foot bridges- Selebalo le Makong, B-Strong to Kgoptjane, Dikoen to Mahlabatheng VIP toilets Vending stations- Boiketlo, Theosane, Whiteshop 	Top 5 priorities <ol style="list-style-type: none"> Paved road – Sekgutlong Re-graveling of internal roads/streets and roads to graveyards Water connections Peete School and Tshirela Mobile clinic Vending stations - Thabong 	Top 5 priorities <ol style="list-style-type: none"> Paved road- Matsieng, Mantolo, Thabang and Turfontein Re-gravelling of roads: Next to community hall, Matsieng, graveyards, Thaba Chitja access road. Footbridges:,Sekoto Dering, Thapelo mortuary, Tribal office Makong Water house connections Turfontein Upgrading of sports ground Turfontein Street lights
Bolata Central water available during the night only	Re-gravelling of internal roads	Streets maintenance	Storm water channels
Water leakages – old water networks	RDP houses	Bridges	Speed humps, Moreneng, Sefateng and Makeneng
Water leakages:- Illegal connection Jeru	Incomplete RPD houses	Incomplete RDP houses	Incomplete RDP houses Makeneng
Incomplete RDP houses	Upgrading of sports grounds	RDP houses	VIP toilets
Foot bridge Jesu o teng to Ward 25	Electricity cut offs	VIP toilets	Shopping Centre
Sites	High mast lights	High mast lights	RDP houses

Notification for electricity cut offs	High mast lights maintenance	High mast lights maintenance	High mast lights
High mast lights	Job creations	Street lights	Electricity cut offs
High mast lights maintenance – Bolata Central	Speed humps -	Upgrading of sports grounds	Electricity transformers Mantolo
Street lights Kothalang and others	Road bridge to Dikwena from Mahlabatheng	Food parcels	Vending stations
Youth empowerment		Electricity cut offs	Water network - Mantolo
Electricity connections B-Strong		Upgrading of the water main pipe	Renovation of Makeneng community hall
Installation and closing of electricity meter boxes		Sustainable projects	Building of Turfontein Primary school
RDP houses- Machabakung, Marasenyalo		Bursaries	Wiennie Park sports ground upgrading
Indigent registration not for all			Leaking water in the ward
Vandalised unoccupied RDP houses			Equal job opportunities at Maluti Mall
Sustainable projects for employment			Youth centre for the ward
Customer Care services poor and nor responding in time			

WARD 17 CLLR MALITSE MOLOI	WARD 18 CLLR MALEWATLE NTHEDI	WARD 19 CLLR DITABA NHLAPO	WARD 20 CLLR NARE RAMOHLOKI
Top 5 priorities <ol style="list-style-type: none"> High mast light maintenance: Ha Morake Paved road next to Sebokeng Graceland mortuary and Magazela Re-graveling of all roads Vending stations – Mangaung and Phahameng Storm water channels – Sebokeng Foot bridge 	Top 5 priorities <ol style="list-style-type: none"> Sports ground – Letsha-le-maduke Park upgrading – Namahadi High mast lights installation and maintenance Graveling of access roads HaSethunya Vending stations – Namahadi, Letsha-le-maduke and Harankopane 	Top 5 priorities <ol style="list-style-type: none"> Provision of pipeline from Mangaung / Hasethunya toThaba-Bosiu reservoir Community halls Upgrading of internal roads and re-graveling High mast lights Water network connections 	Top 5 priorities <ol style="list-style-type: none"> Paving of 4km road Installation of high mast lights and maintenance Re-graveling and upgrading of all streets 385 house hold electricity connections RDP houses
Job creation with good wages by contractors: Mangaung & Bophelong	Fraud- electricity auditors	Incomplete roads projects	Bus to pass via ward 20
	Amount of flat rate	Vending stations	Solar geysers
RDP houses Matlakeng	RDP houses: Letsha-le-maduke, Kgatleng,	High mast lights	Refurbishment of Fika Patso resort
Electricity cut offs	Water connections: Letsha-le-Maduke	High mast lights maintenance	Vending stations
Upgrading of roads to graveyards	Leaking water Letsha-le-maduke	Community library – Ha-Sethunya	Electricity meter boxes abnormal price
Electricity upgrading	Leaking reservoir: Tribal Council	Ward Councillor's office	Water network upgrading
Street lights	Sewer leaking Ha Mafose	Crime prevention	Centre for hand work
Foot bridge – Matlakeng	Foot bridges: Letsha-le-maduke, Kgatleng,	RDP houses	Clinic Lejoaneng

Water leakages : Mahlaphong	Re-graveling of roads: Makunyeng, Ha Mafose, ations Kgatleng	Sites next to St. John Church	Fencing and cutting of grass at the park
Sports and recreation facilities	Sewer pipe at dong	Water for house hold entire community	Water connections Lejoaneng
SMMEs assistance	Water pipe leaking Letsha-le-maduke	Stand pipes entire ward	Electricity network upgrading
Learnership/Internship adverts to Tribal Office	Vending stations	Incomplete RDP houses	Learnerships adverts not be above 35yrs
Streets maintenance	Sites	Primary school	Bursaries
	High mast lights Namahadi	Recreational facilities	Paved main access roads
	Upgrading and fencing of sports ground Namahadi	Library	Customer care centre for the ward
	Sponsorship Maphiring Creche	Satellite Police station	
	VIP toilets Makunyeng, Letsha-le-maduke	Communal animal kraal	
	Forest cutting next to AME church	Youth development programmes	
	High mast lights maintenance	Steel Foot bridges: HaSethunya to Thaba Bosiu, and jwalaboholo	
	Incomplete RDP houses	Job creation	
	Open electricity meter boxes	Upgrading of reservoir	
	Youth employment	Shopping centre	
	Formalization of illegal electricity connections	Graveyards fencing	
		Job creation	
		Storm water channels	
		Speed humps	
		Storm water channels and stoppers at water meters	
		Road from MetsiMatsho – Mollakwekwe to Qoqolosing and Qoqolosing to Rietpan	
		Funding for SMME projects	
		VIP toilets	
		Revitalization of Arts and Culture	
		Water line at Mollakwekwe, Winnie park and HaSethunya	

WARD 21 CLLR LEKENA MOKOENA	WARD 22 CLLR TUMELO THEBE	WARD 23 CLLR SEFATSA DIPHAPANG	WARD 24 CLLR SHASHAPA MOTAUNG
Top 5 priorities a. Paved road from Manthatisi to Marabeng cemetery, Sedibeng to Masene Park b. Re-graveling of all access roads c. High mast lights installation and maintenance d. Vending stations e. Upgrading of sports	Top 5 priorities a. Paved street Tshiame A 6km b. Street lights maintenance c. High mast lights maintenance – Intabazwe d. Sites e. Formalization and installation of electricity and water in Intabazwe	Top 5 priorities a. Electricity households connections – Marakong and Masimong b. High mast lights installation and maintenance c. Re-graveling of roads – all streets d. Paved access roads – Katlehong to Masimong, Marakong clinic e. VIP toilets	Top 5 priorities a. Paved road – Lusaka s1499 since 1997 b. Electricity house hold connections Qholaqhwe and Lusaka c. Community Hall – Qholaqhwe d. House hold water connections – Matshekgeng and Matsikeng e. Foot bridge Lusaka and Qholaqhwe

ground next to Manthatisi, Setjhabeng ground			
RDP houses	Rehabilitation of Town Hall park	Storm water channels	VIP toilets
Recreational facilities	Formalization of Intabazwe Informal settlement	Foot bridges	Sewer problems
Foot bridges	Re-gravelling of roads in Informal settlements	Bridges	High mast lights and streets lights at danger zones
Leaking water	Water network upgrading	Speed humps	Road maintenance and paving all access roads
Renovation of Phomolong Community Hall	Multipurpose hall in Tshiame A	Sports facilities	Re-graveling , stone pitches and storm water channels
Leaking sewerage – pipe burst	RDP houses Tshiame and Intabazwe	Upgrading of sports grounds	Unfinished paved road in Lusaka 3km since 2014
Water crises: Sedibeng, Moeding	Storm water drainages Tshiame A	Upgrading of electricity transformers	Parks and graveyard security houses renovations
Graveyards fencing	Installation of high mast lights	Vending stations	Foot bridges: Lusaka to Qholaqhwe, Matsikeng to Bagdad
Learnerships and internships	Paved streets Tshiame A		Car bridge Matsikeng to Bagdad, Matsikeng to Graveyard
Road to college wiped by water	Water channel from the mountain Tshiame A		Bridge from Matsikeng to Clubview CCV school
Bursaries	RDP houses Tshiame A		Satellite Police station
	Parks Tshiame A		Clinic/Mobile at Lusaka
	Sports grounds		Speed humps in all paved roads along schools and main roads
			Sports facility poles
			Old aged shelter
			Solar geysers
			Upgrading of graveyard fencing
			Unemployed graduates, skilled labourers and semiskilled

WARD 25 CLLR CONSTANCE RAMOOANA	WARD 26 CLLR NQHA E MOKOENA	WARD 27 CLLR TEBOGO BAAS	WARD 28 CLLR MARY CROCKETT
Top 5 priorities a. Upgrading of Mighty Swallows sports ground b. Foot bridges – Phamong, mimosa to Maqhekung, Diteneng c. VIP toilets and leaking water meters d. High mast lights installation and maintenance e. Refuse bins	Top 5 priorities a. Storm water channels internal roads b. VIP toilets – Senyamo c. Sewer system d. Re-graveling of roads e. High mast lights maintenance and installation	Top 5 priorities a. Electricity cut offs b. Blocked storm water channels c. Paved roads d. Additional high mast lights and high mast lights maintenance e. Speed humps on busy streets	Top 5 priorities a. Paved road in Phahameng b. Street lights in Phahameng, Elite and Chishani c. VIP toilets d. Foot bridges in Kgotsong school and Tribal office e. Road maintenance for potholes in main roads
Storm water channels	Water shortages – Senyamo	Blocking and spilling sewer	Bridge Mahankeng
Roads re-gravelling	Electricity cut offs	Leaking water	Road re-gravelling Chrishani
Paved access roads – Phamong, Maqhekung, Riverside	RDP houses	Foot bridge between Bibi and Sasol Garage	Water network connections Chrishani
Dermacation		Street lights	High mast lights

Sites at Phamong	Removal of electricity transformer	Roads maintenance	Graveyard
RDP houses	Incomplete paved road – Ha-Rankopane	RDP houses	RDP houses
Road full of mud – Riverpark		Refuse removal	Recreational facilities
Electricity	Vending stations	Illegal dumping	Youth employments in small roads
Illegal connections and too low cable	Upgrading of water networks	Job creation	Women employment for scraping of roads
Incomplete projects by contractors-Makhufeng	Notice of water and electricity cut offs	Recreational facilities	Sites
Consideration of cooperatives in ward projects	Upgrading of road to Mangaung	Extension of the park	Sports grounds
Removal of hiring toilets Riverside entrance	Speed humps road to Mangaung	Swimming pool	Small bridges
Refuse removal in shoprite platics	High mast lights maintenance	Selling of Maqhekung houses	Paved roads
Refuse bins	High mast lights		Water
Job adverts at the municipality	Street lights maintenance		Electricity meter boxes
Learnerships	Water leakages		Electricity transformers
	Footbridge to Phazama		Paypoint
	Paved road internally		Library
	New electricity meter boxes		

WARD 29 CLLR MAFOLE RALETHOHLANE	WARD 30 CLLR TSIETSI MOTLOKOA	WARD 31 CLLR GILBERT MOKOTSO	WARD 32 CLLR HLABATHE DLAMINI
Top 5 priorities a. Phuthaditjhaba Hall renovation b. Paving of roads c. Re-graveling of roads - Ntshehele Bochabela d. Speed humps All ward e. Foot bridges: Mahlaphong, Bochabela	Top 5 priorities a. Paved roads - Kgotsong and Mphotleng b. Clinic / Mobile Clinic c. Re-graveling and maintenance of roads d. Electricity network, formalization and upgrading of transformers e. Street lights Lusaka	Top 5 priorities a. Vending stations b. Roads maintenance c. Foot bridge Comet to Makwane d. Paved road Molapo/Honeyville road e. High mast lights and high mast lights maintenance	Top 5 priorities a. Paved road 520km to landfill site b. Electricity house hold connections – houses 800 c. Water network connections: Kgabisi, Bagdad, Namoha and Kgabisi Ext. 17 d. 6km paved road : Taba di Mahlong and Bluegumbosch cemetery e. High mast installation and maintenance
Roads	RDP houses	RDP houses	Paved access roads Road next to Justice Lefuma school
High mast lights	Unoccupied RDP houses for crime	Paved road Metsimatsho	Sites at Disaster Park
High mast lights maintenance	VIP toilets	PTOs Molapo	Sewer leakages
Street lights maintenance	High mast lights maintenance	Toilets draining – Molapo	Title deeds process to be speed up
Water leakages	Closing of dongas	Recreational facilities	Water drainages in paved roads
Sewer leakages	Corrupt and fraudulent electricity auditors	Leaking sewer Makwane clinic	Bluegumbosch stadium be used by all members of community
Job creation	Name tags for auditors	Job creation / Employment	Shopping mall
	Foot bridge Lusaka to Qholahqwe	Sewer network installation	Electricity network connections K Kgabisi, Bagdad, Namoha and Kgabisi Ext. 17

Houses	High mast lights	Streets gravelling and maintenance	8 km pave road to the landfill site
Water networks Bochabela	Refuse removal trucks	Water and water leakages	Employment opportunities
Youth employment	Water, electricity and toilets for the old aged	Illegal dumping Molapo	

WARD 33 CLLR MELITA MLANGENI	WARD 34 CLLR KHANYSWA MOLEFE	WARD 35 CLLR MAMOTSHEARE MOSIA
Top 5 priorities a. Regraveling of streets b. Sewer system Slovo park c. Paving main access streets in the ward d. Upgrading of footbridges Section 1, Section 2, Section 3 and Slovo Park e. Electricity formalization (poles)	Top 5 priorities a. High mast lights and maintenance b. Sites c. Paved roads d. Speed humps e. Vending stations	Top 5 priorities a. Paved roads: Makoane Clinic Sphola to Taba di mahlong Tebang clinic to Lusaka Kholedi to Pereng and landfill site Boitelo to Bluegumbosch cemetery b. Footbridges: Dipolateng to Makwane, Monyakeng to Lusaka c. High mast maintenance Sekgutlong d. Community Hall e. 200 houses electricity connections Paved roads to Makoane and Tebang clinics
Sites for evicted residents	Mobile Clinic	Leaking sewer Makwane Clinic
Roads maintenance	More electricity transformers	Re-gravelling Makwane clinic passage
Sites	More sports grounds	Streets maintenance and re-graveling
Water and sewer leakages	RDP houses	Vending station Phahameng
RDP houses next to Maqhekung	Water drainages in paved roads	Access bridges in Monyakeng
RDP houses next to Thiboloha	Clinic at Disaster	Storm water channels in gravel roads
Thiboloha formalization	Satellite Police Station	
Electricity connection Slovo	Clinic signage	Additional high mast lights
Upgrading of water network Slovo Park	Satellite Police station	Streets lights
Section 4 formalization		Building 159 RDP houses
Section 4 water connections		Unoccupied RDP houses, vandalised and promote crime
Section 4 sewer connections		Incomplete RDP houses
Building of a new school		Incomplete VIP toilets Sphola
Clinic		Unused VIP toilets
Community hall		Leaking sewer Tebang Clinic (Sphola)
Upgrading of the foot bridge to Maqhekung		Funding for creches
CWP and EPWP be permanent employment		Increase EPWP, CWP and Mayoral projects
Ward Cooperatives be part of leaking water and sewer problems		Electricity cut offs
		Open electricity meter boxes
		Recreational facilities
		Sports grounds maintenance
		Illegal dumping Monyakeng
		Skilled people for projects

STAKEHOLDER	NEEDS
Community Development Workers	All wards Flat rate to include refuse removal

(CDWs)	Vending stations in all wards Water connections and meters installation Ward based electricity auditors Electricity system to show tempering of boxes Completion of incomplete RDP houses
Traditional Leaders	Royal Councils Water leakages in wards Shortage of water and the plan Roads maintenance Illegal dumping Vending stations Sewer leakages – Tseseng and others Sewer plant vandalised and Manthatisi pipe burst Cutting of trees along the roads Illegal electricity connections Mobile clinics Police station for certifying and affidavit No water since 2015 Illegal sand mining High mast lights Sports grounds in rural areas Re-gravelling of roads to graveyards, clinics and Schools Check alien trees at Fika Patso Dam Youth employment
People with Disability	All wards Multipurpose centre for People with Disability -Kestell. Logistic hub to incorporate people living with disability - Paballong RDP houses must be user friendly People with disability - Khalanyoni Computer school for people with disability- Harrismith Waste/ refuse removal services - around Bochabela Provision of unused old government buildings tier projects - ward 15 Provision of a site -Setsing Accessibility in all buildings so as enable them to walk free ward 17. MAP council to have a Disability desk – Social Development People with disability not to be isolated in locations Business plans for People with Disability Transport - bus Refuse bins – ward 25 Additional people with disability employment.

The community needs or development priorities are identified and further crystallised into 5 priorities per ward.

Out of 35 wards of Maluti-a-Phofung Local Municipality, 26 wards needs upgrading of roads and storm-water, 24 wards needs maintenance of roads and storm-water, 22 wards needs electricity services (household connections), 13 wards needs water services and 11 wards needs basic sanitation.

The common needs in all wards are:

- Maintenance of roads; Gravelling, resealing, paved streets
- Electricity connections, high mast lights and street lights
- Vending stations
- Water connections
- Community halls, sport facilities, parks
- Sewerage connection and eradication of VIP toilets
- Formalization of internal settlement and allocation of sites
- Storm water channels
- Completing and Building of RDP houses
- Clinics

Preceding the intense efforts to compile in a consolidated manner the demands made by communities per ward as outlined in the table below. In summary, the following were deemed as priority needs as they took dominance in demand during the IDP public participation process. The priorities that received consent from the public are:

- Upgrading of roads and storm-water
- Maintenance of roads and storm water (re-gravelling, foot bridges, unblocking storm-water and maintenance of roads)
- Provision of electricity services
- Provision of water services
- Provision of basic sanitation

RURAL CHALLENGE

The following section provides some background on the current challenges and issues identified through a desktop assessment of the different IDP and Spatial Development Frameworks :

1. Development Issues within the Area:

- ☐ Loss of biodiversity and heritage resources;
- ☐ Pressures on service delivery;
- ☐ Availability of water for irrigation purposes.
- ☐ Poor environmental management;
- ☐ High levels of unemployment;
- ☐ Limited support for small business;
- ☐ High unemployment & crime rate;
- ☐ Lack of funding for development;

Whilst municipality of Maluti-A- Phofung have set itself the abovementioned key priorities for service delivery and sustainable development and livelihood, the NDP 2030 embraces the optimal integration of the aspects of social, economic, institutional, political, physical and engineering services into decision making as a prerequisite for coherent growth and the alignment of policies, institutions and strategies. In line with municipality's key priorities, NDP 2030 sets a framework of key priorities within which MAP must operate in order to alleviate poverty, reduce high unemployment and minimise dependency on social grants especially on economically active communities. The following are 2030 priorities: -

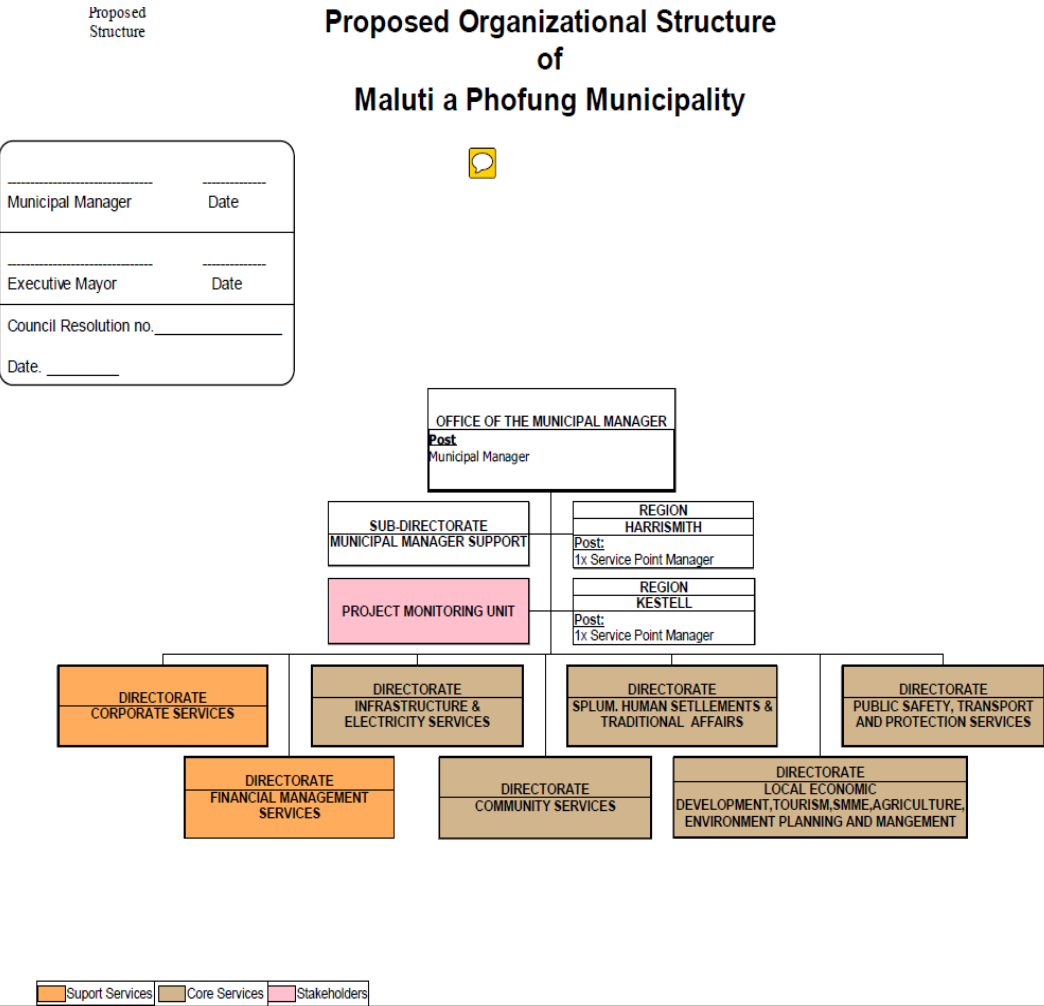
- ❑ An economy that will create more jobs
 - ❑ Improving infrastructure
 - ❑ An inclusive and integrated rural economy
 - ❑ Improving the quality of education, training and innovation
 - ❑ Quality health for all
 - ❑ Social protection
 - ❑ Reforming the public sector.
 - ❑ A comprehensive drive to enhance both social equity and competitiveness;
 - ❑ Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- The New Growth Path Framework(Vision 2030) has identified the following drivers as the key to boost the country's economy and reduce levels of poverty within communities:
 - Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
 - Taking advantage of new opportunities in the knowledge and green economies.
 - Fostering rural development and regional integration.
 - In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate

Institutional Development and Transformation

- ◆ Strategic objective: To ensure effective administrative management and coordination of strategic issues by all managers

Area of focus	Availability /Non-availability	Functionality	Challenges	antidotes
Information technology	Available	Functional	-	-
Availability of skilled staff				
Organisational structure	Available	Functional	-	-
Skills development plan	Available	Functional	-	-
Human resource management strategy or plan	Not available	To be developed		The Director Corporate Services and HR Manager to develop the plan
Individual performance and organisational management systems	Available for Section 56 Managers	To be cascaded to lower staff	No enough staff for PMS	Appointment of staff
Monitoring, evaluation and reporting processes and systems	Not available	To be developed	Shortage of PMS staff No committee for monitoring and evaluation	Appointment of enough staff Development of the Committee

F.6. Municipal Organogram

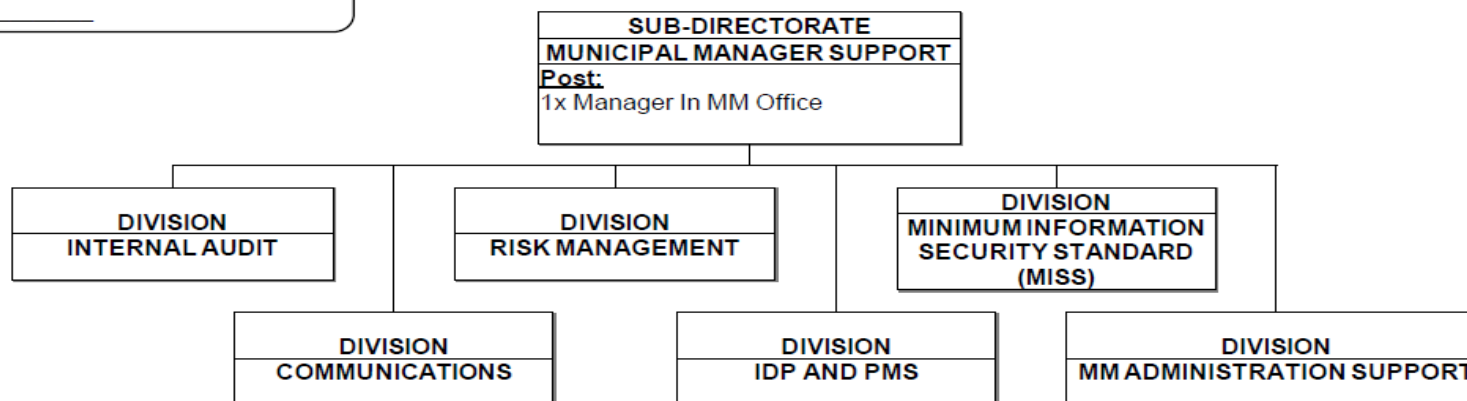


Proposed
Structure

Proposed Organizational Structure of Maluti a Phofung Municipality

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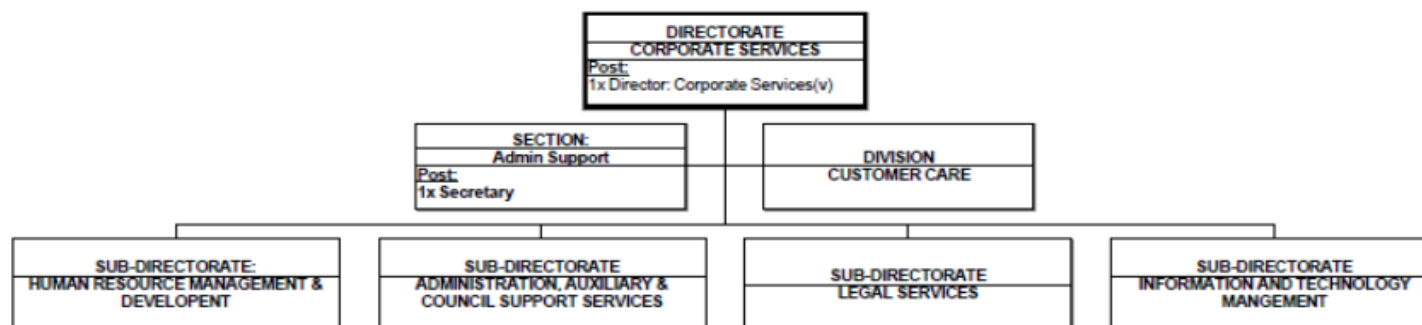
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Municipal Manager	Date
_____	_____
Executive Mayor	Date
Council Resolution no. _____	
Date. _____	



inputs from Division Risk
Management not provided

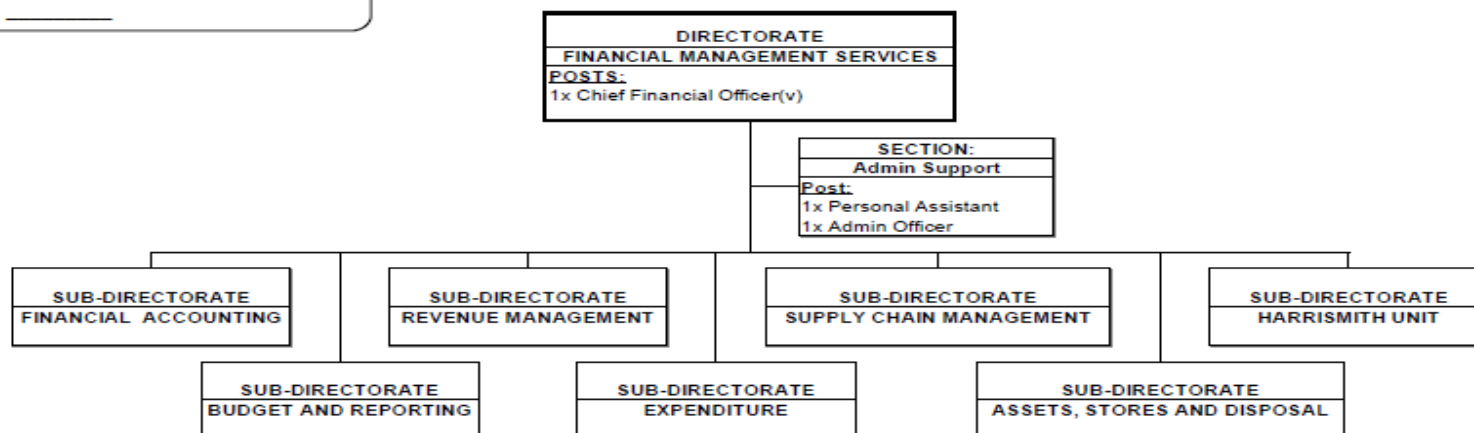
Proposed Organizational Structure of Maluti a Phofung Municipality

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Municipal Manager	Date
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Executive Mayor	Date
Council Resolution no. _____	
Date. _____	



Proposed Organizational Structure of Maluti a Phofung Municipality

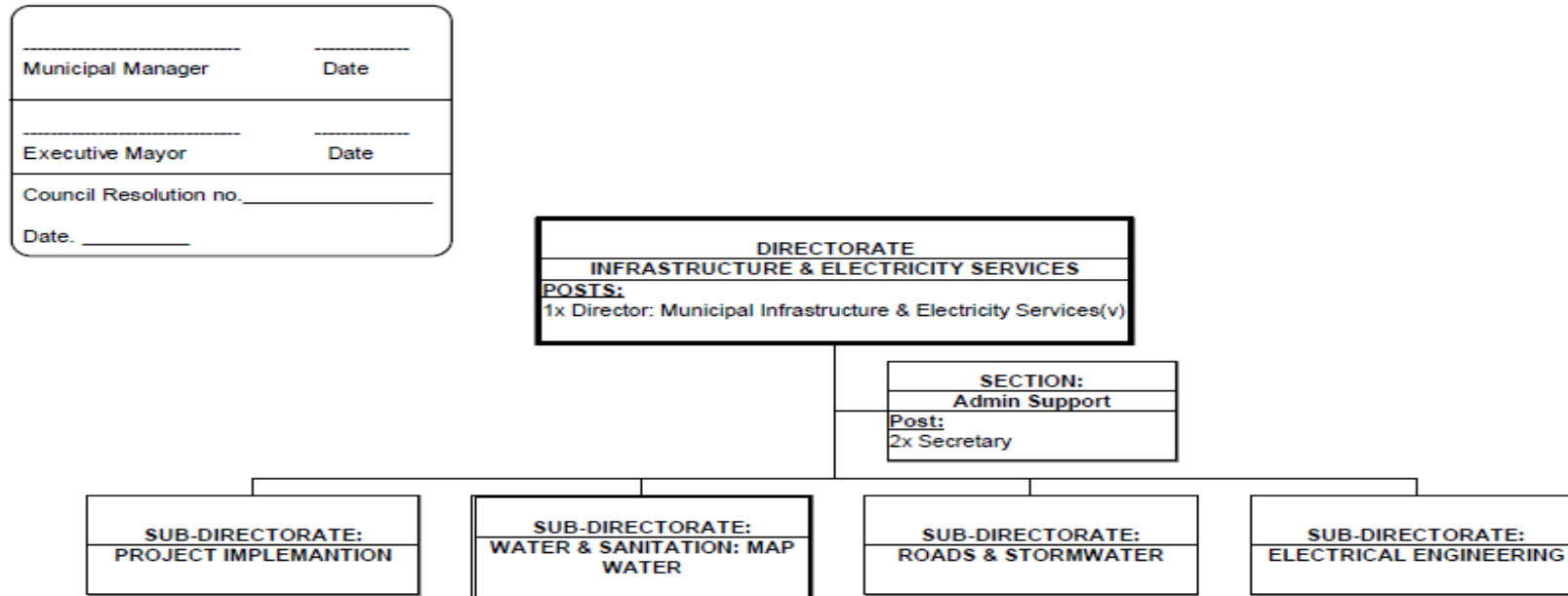
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Date. _____	



Proposed
Structure

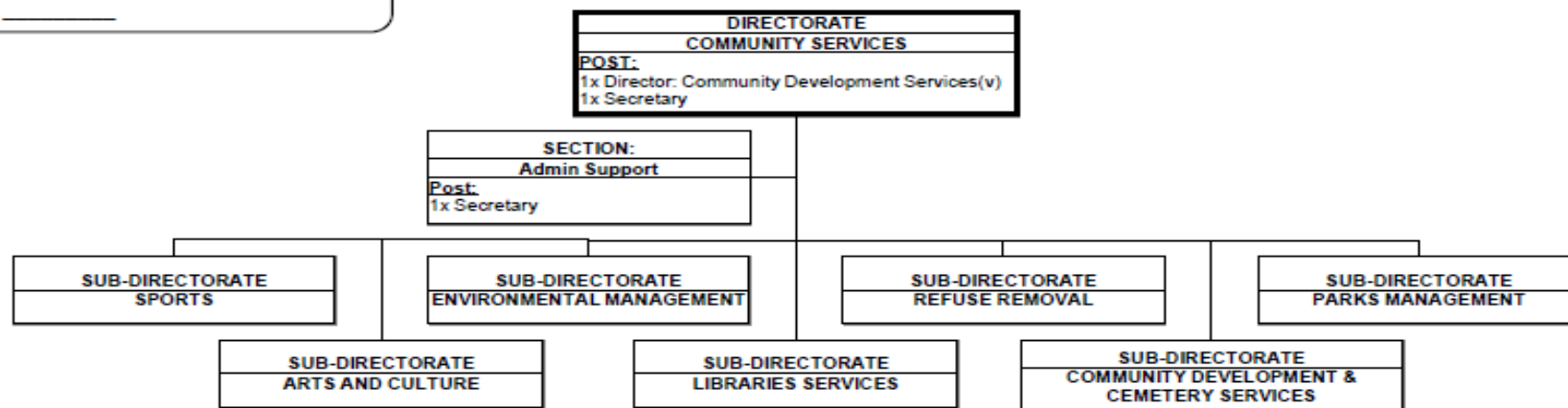
Proposed Organizational Structure of Maluti a Phofung Municipality

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Proposed Organizational Structure of Maluti a Phofung Municipality

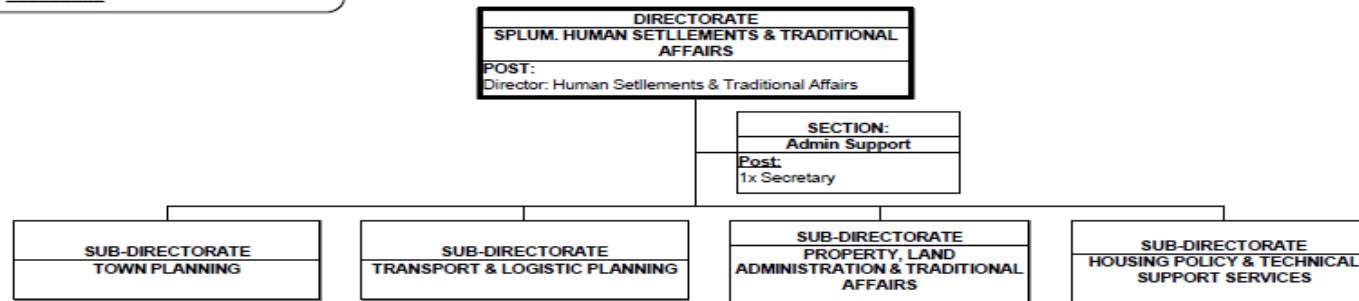
Municipal Manager _____	Date _____
Executive Mayor _____	Date _____
Council Resolution no. _____	
Date. _____	



No functions provided for:
1. Environmental management
2. library services

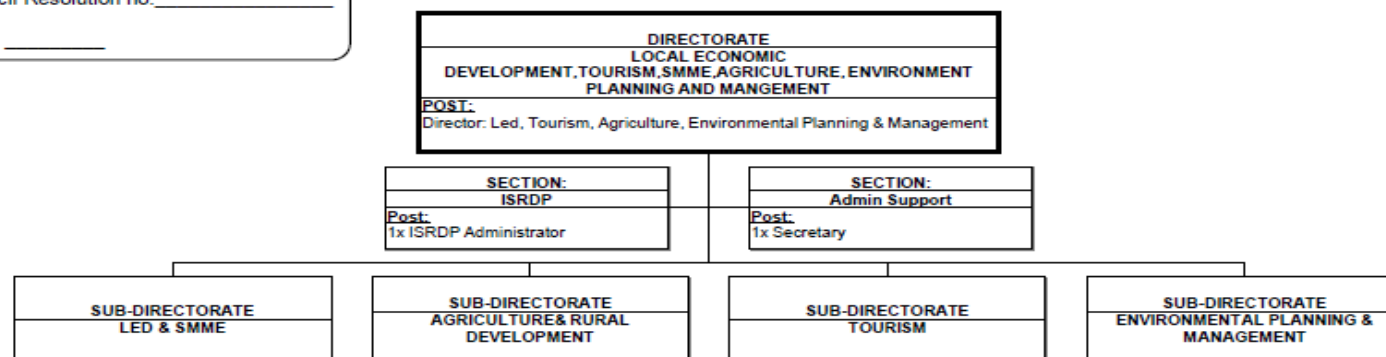
Proposed Organizational Structure of Maluti a Phofung Municipality

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Municipal Manager	Date
_____	_____
Executive Mayor	Date
Council Resolution no. _____	
Date. _____	

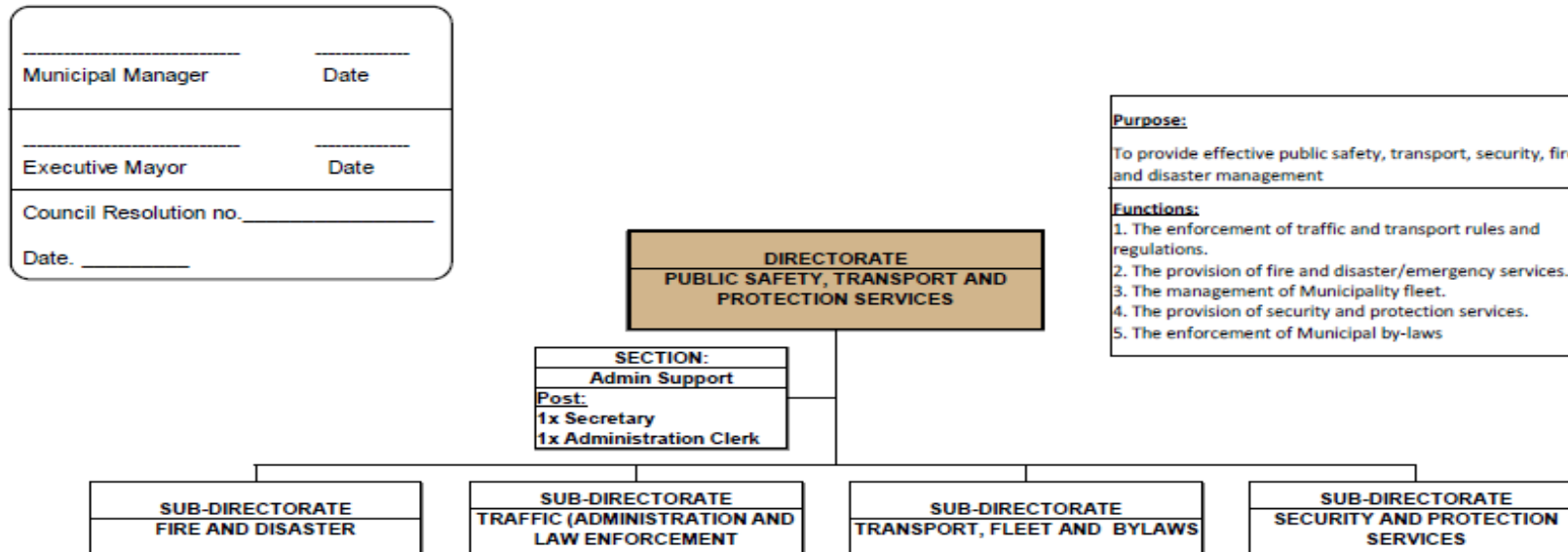


Proposed Organizational Structure of Maluti a Phofung Municipality

_____	_____
Municipal Manager	Date
_____	_____
Executive Mayor	Date
Council Resolution no. _____	
Date. _____	



Proposed Organizational Structure of Maluti a Phofung Municipality



F.7 FINANCIAL VIABILITY

Strategic objective: To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.

Intended outcome: Improve financial management and accountability

PARENT MUNICIPALITY

AUDIT OPINION – 2015/2016

Report of the auditor-general to the Free State Legislature and the council on the Maluti-A-Phofung Local Municipality which comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information was:

Qualified opinion

Except for the possible effects of the matters described in the basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Maluti-A-Phofung Local Municipality as at 30 June 2016 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

In respect of these matters:

Irregular expenditure

As disclosed in note 53 to the financial statements, the municipality incurred irregular expenditure of R117 547 638 (2015: R30 761 895) due to non-compliance with supply chain management (SCM) requirements.

Significant uncertainties

With reference to note 45 to the financial statements, the municipality is involved in a legal dispute over the validity of an electricity maintenance contract as the municipality believes the contract is invalid. The ultimate outcome of the matter cannot presently be determined and no provision for any liability that may result has been made in the financial statements. The matter has been disclosed as a contingency of R8 700 000 000 (2015: R2 000 000 000) for royalties in the financial statements.

Area of focus	Availability/ Non-availability	Functionality	Challenges	antidotes
Tariff policies	Available	Functional	-	-
Rates policies	Available	Functional	-	-
SCM policy-staff	Available	Functional	-	-
Staffing of the finance and SCM units	Available	Functional	-	-
Payment of creditors	Available	Functional	-	-
Auditor-General findings	Available	Functional	-	-
Financial management systems	Available	Functional	-	-

❖ MUNICIPALITY FINANCIAL PLAN

The preparation of the proposed draft annual budget for the 2018/19 financial year shall be informed by the following: *(based on National Treasury Circular 91)*:

- Annual IDP of the Municipality,
- Actual results for 2016/2017 financial year,
- Approved Annual and Adjustment Budgets 2017/18
- Expected results for 2019/20 financial year
- Expected changes in the macro-economic environment, and
- Circular 89 and Circular 91
- Circular 82 on Cost containment measures
- The departmental service delivery budget implementation plan

The municipality has not transacted on the financial system since July 2017 as the mSCOA regulation. This has led to inaccurate reporting and none submission of reports in compliance with the following MFMA regulations and requirements in the 2017/18 financial year, i.e, monthly reports (S71), quarterly reports (S11(4)a, 66, 52d) , Mid-year reporting (S72), Adjustment budget (S28).

Section 24 of the MFMA states that

(1) The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

Note should be taken that the municipality's proposed budget is based on the following:

- Pre-audited outcomes for 2016/17 as the Audit has not been finalised
- Actual results for five months (July-November) and estimations for seven months due to the non-existence of the fully operational financial system
- The original budget for 2017/18

In terms of section 13 of the MPRA No 6 of 2004 and sections 24 and 42 of the MFMA No 56 of 2003 new tariffs for property rates, electricity, water and any other taxes and similar tariffs may only be implemented from the start of the municipal financial year (1 July) after Council's approval otherwise section 139 of the Constitution will apply. Unrealistically low tariff increases and an over-ambitious capital expenditure programme will lead to unfunded municipal budgets that threaten the municipal financial sustainability and service delivery. It is therefore imperative that municipalities refrain from suspending credit control and debt collection efforts. Expenditure appropriations aligned to the policy intent as described in the integrated development plans (IDPs) should be prioritised. Infrastructure provisioning for water, sanitation, roads and electricity remain key priorities.

The South African economy and inflation targets

The local economy is beginning to recover after a short recession in early 2017 however the improvement is insufficient. Growth has remained stagnant at less than 2 per cent and unemployment remains high at 26.7 per cent. The prerequisites for increased revenue and expanded service delivery are more rapid growth, investment and job creation.

The **GDP growth rate** is forecasted at **1.5 per cent in 2018, 1.8 per cent in 2019 and 2.1 per cent in 2020**. Statistics South Africa's December 2017 economic statistics showed an unexpected improvement in the economic outlook, largely as a result of growth in agriculture and mining.

The main risks to the economic outlook are continued policy uncertainty and deterioration in the finances of state-owned entities. The drought experienced in several provinces poses significant risks to agriculture and tourism for the period ahead, and this may threaten jobs in these sectors. The current water crisis will affect economic growth. While the drought's impact is uncertain much depends on how long it will prevail; the extent to which specific catchment areas are affected; and the success of mitigation measures.

These economic challenges will continue to exert pressure on municipal revenue generation and collection levels hence a conservative approach is advised for revenue projections. Municipalities affected by the drought should also consider its impact on revenue generation. In addition, municipalities will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

Local government conditional grants and additional allocations

Local government direct and indirect transfers absorb 18.8 per cent of the reductions. A total of **R13.9 billion has been cut from direct local government conditional grant allocations** for the Medium Term Expenditure Framework (MTEF) period ahead since the 2017 MTBPS was tabled. **Indirect grants to local government have been reduced by an additional R2.2 billion.**

The reductions did not affect all conditional grants, and not all grants were reduced by the same percentage. The infrastructure conditional grants, particularly the larger ones, were mainly affected as this was considered the most practical approach. The overall impact of reducing this funding affects capital programmes; therefore, local government's share of the reductions is higher than their share of the division of revenue, given that municipalities receive a number of infrastructure grants. **The average reductions over the medium term are 3.5 per cent of local government allocations.**

Conditional grant funding targets delivery of national government's service delivery priorities. It is imperative that municipalities understand and comply with the conditions stipulated in the Division of Revenue Act (DoRA) in order to access this funding. The equitable share and the sharing of the general fuel levy constitute additional unconditional funding, of which the equitable share is designed to fund the provision of free basic services to disadvantaged communities.

Municipal Standard Charts of Accounts (mSCOA)

The *mSCOA* Regulations apply to all municipalities and municipal entities with effect from **1 July 2017**. Technically, for a municipality to be regarded as *mSCOA* compliant on 1 July 2017 it must be able to transact across all the *mSCOA* segments and its core system and all sub-systems (including that of its municipal entities) must seamlessly integrate.

The Municipality could not transact on the *mSCOA* compliant system since July 2017 due to the failed conversion from old financial system to the transversal contract procured through National Treasury. As a result, the municipality could not bill and capture transactions since that period.

That led to non-compliance with MFMA No.56 of 2003 reporting legislation and regulations. The set timelines were not met as per the approved IDP / Budget process plan; hence the Draft Budget is only submitted this late.

Revenue management

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the upper limit of the **3 to 6** per cent target band; therefore, municipalities are required to ***justify all increases in excess of the projected inflation target for 2018/19*** in their budget narratives, and pay careful attention to the differential incidence of tariff increases across all consumer groups. In addition, municipalities should include a detail of their revenue growth assumptions for the different service charges in the budget narrative.

Local government also confronts tough fiscal choices in the face of financial and institutional problems that result in service-delivery breakdowns and unpaid bills. Municipalities can offset these trends by improving own revenue collection, working more efficiently and implementing cost containment measures.

Where revenue collection is not well planned or managed, or where tariffs are not properly set, serious financial problems can arise. Eskom's recent move to cut off power supply to municipalities that have not paid electricity bills is an indication of what can happen when municipalities fail to manage this risk.

Eskom bulk tariff increases

The NERSA document proposes a **6.84 per cent** guideline increase for municipal electricity tariffs for 2018/19. This is based on a bulk tariff increase for municipalities of **7.32 per cent**.

Employee related costs

The *Salary and Wage Collective Agreement* for the period 01 July 2015 to 31 June 2018 has come to an end. The process is under consultation; therefore, in the absence of other information from the South African Local Government Bargaining Council communication will be provided at a later stage.

Remuneration of councillors

Municipalities are advised to budget for the actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance. Any overpayment to councillors contrary to the upper limits as published by the Minister of Cooperative Governance and Traditional Affairs will be irregular expenditure in terms of section 167 of the MFMA and must be recovered from the councillor(s) concerned.

Unspent Conditional Grants for 2017/2018

In addition to the requirements outlined in the previous MFMA Circulars regarding unspent conditional grants, municipalities must know that the National Treasury uses the pre-audited Annual Financial Statements (AFS) to determine the unspent conditional grants. The decision is made based on the pre-audited AFS. Therefore, there will not be a review of the unspent conditional grants once the audited AFS are available. It is therefore imperative that municipalities ensure that there is completeness in reported figures on the pre-audited AFS

The Municipal Budget and Reporting Regulations

VAT will increase from 14 per cent to 15 per cent from April 2018. In terms of Section 7(4) of Value-Added Tax Act (No. 89 of 1991), the VAT increase takes effect on 1 April. It is a tax increase as result of tax legislation that municipalities must implement and not an increase of tariffs by the municipalities. Therefore Section 28(6) of the Municipal Finance Management Act, 2003 (No. 56 of 2003) (MFMA), is not applicable in this regard.

Whether the additional amount is recoverable from the customer or not, the supplier must account for VAT on any supplies made on or after 1 April 2018 at the increased VAT rate.

Budget process and submissions for the 2018/19 MTREF

Budgeting for the audited years on the A schedule (mSCOA)

According to international learning practices, it is appropriate to reclassify historical information in accordance with the changes that occur in the Standard Chart of Accounts. Municipalities must capture the reclassified audit outcomes for 2014/15 to 2016/17 in version 6.2 of the Schedule A when compiling 2018/19 MTREF budgets.

Budget process and submissions for the 2018/19 MTREF:

To facilitate oversight of compliance with the Municipal Budget and Reporting Regulations, accounting officers are reminded that:

- Section 22(b)(i) of the MFMA requires that, ***immediately*** after an annual budget is tabled in the municipal council, it must be submitted to the National Treasury and the relevant provincial treasury in both printed and electronic formats. If the annual budget is tabled to council on 29 March 2018, the final date of submission of the electronic budget documents and corresponding electronic returns was **Tuesday, 03 April 2018**. The deadline for submission of hard copies including council resolution was **Friday, 06 April 2018**.

- Section 24(3) of the MFMA, read together with regulation 20(1), requires that the approved annual budget must be submitted to both National Treasury and the relevant provincial treasury ***within ten working days*** after the council has approved the annual budget. If the council only approves the annual budget on 30 June 2018, the final date for such a submission is **Friday, 13 July 2018**, otherwise an earlier date applies.
- ***The municipality will submit the documents after the budget is tabled to council***

The municipal manager must submit:

- the budget documentation as set out in Schedule A (version 6.2) of the Municipal Budget and Reporting Regulations, including the main Tables (A1 - A10) and ALL the supporting tables (SA1 – SA38) in both printed and electronic formats;
- the draft service delivery and budget implementation plan in both printed and electronic format;
- the draft integrated development plan;
- the council resolution;
- signed Quality Certificate as prescribed in the Municipal Budget and Reporting Regulations;
- the budget locking certificate; and
- schedules D specific for the entities.

The guideline growth limits are only for self-generated revenue sources. It excludes the increased national allocations provided for the purpose of expanding infrastructure and providing basic services to more households

An annual budget set out certain service delivery levels and associated financial implications. Therefore, the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under-spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic. Furthermore, annual budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

The effects of the economic challenges experienced over the past years still linger and continue to place pressure on the community at large which results in difficulties for the municipality in terms of revenue collection and this also impact on service delivery.

Revenue estimates should be realistic, as the operating expenditure budget will be funded by the total revenue budget. It should also be reiterated that the council may not budget for a deficit and the budget should be fully funded.

Maluti-A-Phofung municipality strategy is built around the following key components:

- National Treasury's guidelines and macro-economic policy;
- Projected Municipality growth and continued economic development;
- Realistic revenue management, which provides for the achieving of the collection rate target
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Setting of trading services "user charges at levels which are reflective of these services" cost recovering nature;
- The municipality's Property Rates Policy approved in terms of the Municipality Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's indigent policies to assist the poor and rendering of free basic services; and
- Tariff policies.

The following growth limits have been published by the National Treasury and it shall form the basis of increase in the tariff and related expenditure which should range between **5.3 to 5.5 per cent**. (N.B. The 2018/19 actual is an estimate by NT)

FISCAL YEAR	2017/18 Estimates	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast
Consumer Price Inflation (CPI)	5.3%	5.3%	5.4%	5.5%
Real GDP growth	1.0%	1.5%	1.8%	2.1%

Table 1 CONSOLIDATED OVERVIEW OF THE 2018/19 MTREF

FS194 Maluti-a-Phofung - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
Revenue By Source											
Property rates	2	120 001	208 270	158 750	207 596	-	207 596	-	207 596	220 052	233 255
Service charges - electricity revenue	2	405 424	273 034	283 358	558 165	-	558 165	-	376 253	398 828	422 757
Service charges - water revenue	2	71 289	42 927	69 867	78 315	-	78 315	-	83 014	87 995	93 274
Service charges - sanitation revenue	2	49 226	54 593	38 375	41 577	-	41 577	-	44 072	46 716	49 519
Service charges - refuse revenue	2	27 700	32 826	34 829	34 832	-	34 832	-	36 921	39 137	41 485
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		850	1 064	1 142	1 284	-	1 284	-	1 346	1 426	1 512
Interest earned - external investments		759	2 036	2 304	2 900	-	2 900	-	2 900	3 074	3 258
Interest earned - outstanding debtors		16 771	24 926	31 514	31 800	-	31 800	-	33 708	35 730	37 874
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		880	37 662	17 863	14 012	-	14 012	-	14 853	15 744	16 689
Licences and permits		-	-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		394 689	454 043	458 944	503 632	-	503 632	-	547 804	597 768	647 753
Other revenue	2	448 256	19 233	156 076	236 765	-	236 765	-	240 484	266 212	279 684
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		1 535 845	1 150 612	1 253 024	1 710 878	-	1 710 878	-	1 588 951	1 712 682	1 827 061
Expenditure By Type											
Employee related costs	2	337 544	415 083	462 666	455 734	-	455 734	-	489 671	514 206	546 608
Remuneration of councillors		23 489	23 134	24 223	23 357	-	23 357	-	24 758	26 244	27 819
Debt impairment	3	(162 674)	255 270	56 026	270 000	-	270 000	-	250 000	265 000	280 900
Depreciation & asset impairment	2	279 224	279 489	268 781	285 000	-	285 000	-	270 940	287 187	304 409
Finance charges		4 206	20 685	23 829	4 000	-	4 000	-	8 960	10 290	10 704
Bulk purchases	2	426 541	675 051	600 636	608 750	-	608 750	-	631 596	669 741	708 721
Other materials	8	466 701	103 010	112 685	94 680	-	94 680	-	79 450	84 217	89 270
Contracted services		66 105	68 145	96 878	82 143	-	82 143	-	71 842	72 992	75 846
Transfers and subsidies		-	-	109 000	115 540	-	115 540	-	127 094	134 720	142 803
Other expenditure	4, 5	425 501	346 939	524 167	306 675	-	306 675	-	167 639	191 934	202 615
Loss on disposal of PPE		6 256	663	-	-	-	-	-	-	-	-
Total Expenditure		1 872 893	2 187 470	2 278 891	2 245 878	-	2 245 878	-	2 121 951	2 256 531	2 389 693
Surplus/(Deficit)		(337 048)	(1 036 858)	(1 025 867)	(535 000)	-	(535 000)	-	(533 000)	(543 849)	(562 632)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		206 474	186 197	178 731	215 732	-	215 732	-	223 321	231 963	263 435
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(130 574)	(850 661)	(847 136)	(319 268)	-	(319 268)	-	(309 679)	(311 886)	(299 197)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(130 574)	(850 661)	(847 136)	(319 268)	-	(319 268)	-	(309 679)	(311 886)	(299 197)
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(130 574)	(850 661)	(847 136)	(319 268)	-	(319 268)	-	(309 679)	(311 886)	(299 197)
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(130 574)	(850 661)	(847 136)	(319 268)	-	(319 268)	-	(309 679)	(311 886)	(299 197)

FINANCIAL OVERVIEW OF THE CONSOLIDATED ANNUAL BUDGET

TOTAL CONSOLIDATED OPERATING ANNUAL BUDGET

The **projected annual revenue** amounts to **R1, 588,950,754** (R1.6 billion) for the 2018/19 financial year, which represents a decrease of R122 million which is (7%) less than the approved Annual Budget for 2017/18. For the 2019/20 and 2020/21 financial years the annual budgeted revenue amounts to R1,712,682,074 (R1.8 billion) which represents an increase of R124 million (8%) and R1,827,060,981 (R1.8 billion) which represents an increase of R114 million (7%) respectively. The total consolidated annual **operating expenditure** budget for the 2018/19 financial year amounts to **R2, 121,950,754** (R2.1 billion), which represents a decrease of R124 million less than the approved annual budget for 2017/18. For the 2019/2020 and 2020/21 financial years the proposed annual operating expenditure budgets amounts are R2,256,531,241 (R2.3 billion) and R2,389,693,349 billion respectively, which represent an increase of R133 million or (6%) and R133 million or (6%) for the two outer years.

The **capital budget** of **R230,321,000** (R230 million) for 2018/2019 is 15% less when compared to the 2017/2018 annual budget. The decrease is due to the own source projects that were put on hold due to the cash flow situation of the Municipality. The capital programme increases to R232 million in 2019/20 and a further increase to R263 million for 2020/21 which represents an increase of 1% and 14% respectively. The capital budget will be funded from the capital grants only as the Municipality has not billed its customers since July 2017.

The table below is a consolidated overview of the proposed 2018/19 Medium –term Revenue and Expenditure Framework:

Description	Pre- Audited Outcomes 2016/17	Original Budget 2017/18	MTREF		
			Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21
	R'000	R'000	R'000	R'000	R'000
Operating Revenue	1 253 024	1 710 878	1 588 951	1 712 682	1 827 061
Operating Expenditure	2 278 890	2 245 879	2 121 951	2 256 531	2 389 694
Surplus/-Deficit	-1 025 866	-535 001	-533 000	-543 849	-562 633
Capital Expenditure	187 862	272 432	230 321	231 963	263 435

TOTAL CONSOLIDATED OPERATING ANNUAL BUDGET

The table Expenditure Framework: below is a consolidated overview of proposed 2018/19 Medium –term Revenue and Expenditure Framework:

Description	Pre- Audited Outcomes 2016/17	Original Budget 2017/18	MTREF		
			Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21
	R'000	R'000	R'000	R'000	R'000
Operating Revenue	1 253 024	1 502 962	1 601 857	1 712 682	1 827 061
Operating Expenditure	2 278 890	2 037 962	2 152 976	2 276 345	2 409 216
Surplus/-Deficit	-1 025 866	-535 000	-551 119	-563 663	-582 155
Capital Expenditure	187 862	272 432	223 321	231 963	263 435

CONSOLIDATED REVENUE BY SOURCE OF FUNDING

Summary of revenue classified by main revenue source

Description	Past performance	Current Year	Medium Term Revenue & Expenditure Framework		
	Pre- Audited Outcomes 2016/17	Original Budget 2017/18	Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21
Property rates	158 750 217	207 596 000	207 596 000	220 051 760	233 254 866
Service charges - electricity	283 358 414	558 165 343	376 252 629	398 827 786	422 757 454
Service charges - water	69 867 017	78 314 920	83 013 816	87 994 645	93 274 323
Service charges - sanitation	38 375 203	41 577 440	44 072 086	46 716 411	49 519 396
Service charges - refuse	34 828 938	34 831 600	36 921 496	39 136 786	41 484 993
Income received by the entity	136 652 000	207 916 256	225 278 508	250 093 733	262 598 420
Rental of facilities and equipment	1 142 043	1 283 720	1 345 743	1 426 488	1 512 077
Interest earned - external investments	2 303 804	2 900 000	2 900 000	3 074 000	3 258 440
Interest earned - outstanding debtors	31 514 495	31 800 000	33 708 000	35 730 480	37 874 309
Fines	17 862 852	14 012 000	14 852 720	15 743 883	16 688 516
Transfers recognised - operational	458 944 253	503 632 000	547 804 000	597 768 000	647 753 000
Other revenue	19 424 324	28 848 658	15 205 756	16 118 102	17 085 188
Total Revenue	1 253 023 560	1 710 877 937	1 588 950 754	1 712 682 074	1 827 060 981

Percentage growth in revenue by main revenue Source

	Past performance		Current Year		MTREF					
Description	Pre-audited Outcomes 2016/17		Original Budget 2017/18		Budget Year 2018/19		Budget Year+1 2019/20		Budget Year+2 2020/21	
	R'000	%	R'000	%	R'000	%	R'000	%	R'000	%
Property rates	158 750	13%	207 596	12%	207 596	13%	220 052	13%	233 255	13%
Service charges - electricity	283 358	23%	558 165	33%	376 253	24%	398 828	23%	422 757	23%
Service charges - water	69 867	6%	78 315	5%	83 014	5%	87 995	5%	93 274	5%
Service charges - sanitation	38 375	3%	41 577	2%	44 072	3%	46 716	3%	49 519	3%
Service charges - refuse	34 829	3%	34 831	2%	36 921	2%	39 137	2%	41 485	2%
Income received by the entity	136 652	11%	207 916	12%	225 279	14%	250 094	15%	262 598	14%
Rental of facilities and equipment	1 142	0%	1 284	0%	1 346	0%	1 426	0%	1 512	0%
Interest earned - external investments	2 304	0%	2 900	0%	2 900	0%	3 074	0%	3 258	0%
Interest earned - outstanding debtors	31 514	3%	31 800	2%	33 708	2%	35 730	2%	37 874	2%
Fines	17 863	1%	14 012	1%	14 852	1%	15 744	1%	16 689	1%
Transfers recognised - operational	458 944	37%	503 632	29%	547 804	34%	597 768	35%	647 753	35%
Other revenue	19 424	2%	28 849	2%	15 206	1%	16 118	1%	17 085	1%
TOTAL OPERATING REVENUE	1 253 022	100%	1 710 877	100%	1 588 951	100%	1 712 682	100%	1 827 059	100%

PROPERTY RATES

The municipality is in a process of transferring private properties that are still under the municipal name to rightful owners; sites that are being developed; formalisation of rural areas & the introduction of flat rate intended to be implemented in 2019/2020 which will improve collection from rates & taxes. This source of revenue constitutes 13% of the total proposed revenue and it forms part of core functions of the municipality revenue base. It didn't increase because many processes affecting rates and taxes are still in progress.

ELECTRICITY REVENUE

The estimation for **electricity revenue** has decreased by R181, 9 million from the Annual budget. This source of revenue constitutes 24% of the total operating revenue. Owing to the increases in Eskom's bulk tariffs, it is clearly not possible to fund all these necessary upgrades through increases in the municipality electricity tariff since the resultant tariff increase would be unaffordable for the consumers, however the municipality has to invest on the revenue enhancement strategies to control tempers, illegal connections and distribution losses, if the revenue improves in six months, it will be adjusted accordingly.

An installation of the Automatic Meter Reading System (AMR) smart meters on most businesses and urban residential areas has to be prioritised. Disconnections have to start when the billing of accounts has started. Educational road shows have to be conducted through the wards constituency meetings in trying to bring back the culture of paying services.

WATER & SANITATION REVENUE

These services constitute 5% and 3% of the total operating revenue respectively. The Municipality should consider smart metering for urban areas and renewal of infrastructure network

INCOME RECEIVED BY THE ENTITY (SERVICE CHARGES- WATER AND SANITATION)

Income received by the Entity constitutes 14% of the total proposed revenue. The billing for all municipal services is run in the Municipality and the collection thereof is paid into the Municipality's bank account, the Entity then bills the Municipality for all cash received for water and sanitation on a monthly basis. **Note should be taken that water and sanitation are the responsibility of Maluti-A-Phofung Water Entity.**

REFUSE REMOVAL REVENUE

This source of revenue constitutes 2% of our proposed revenue. The Municipality does not have fully functional yellow fleet to can provide this service and this is one area that should be looked at

GOVERNMENT GRANTS AND SUBSIDIES

This category constitutes 34% of our total operating income and the grants and subsidies consist of the following- see a table below: The equitable share allocations supplement municipalities' own revenues for the provision of basic services to poor households.

Operating Transfers and Grant Receipts

Description	Original Budget 2017/18	MTREF Allocation		
		Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21
OPERATING GRANTS	R'000	R'000	R'000	R'000
<u>National transfers</u>	501 132	545 054	594 418	644 143
Equitable Share- LGES	493 768	538 719	591 738	641 031
Finance Management - Grant - LG-FMG	2 145	2 215	2 680	3 112
Expanded public works programme integrated grant for municipalities (EPWP)	5 219	4 120	-	-
<u>Provincial transfers</u>	2 500	2 750	3 350	3 610
Municipal support grant	2 500	-	2 000	2 110
Sports, Arts and Culture and Recreation	-	2 750	1 350	1 500
Total Operating Grants	503 632	547 804	597 768	647 753

CONSOLIDATED OPERATING REVENUE FRAMEWORK

PROPOSED TARIFF SETTING

Detailed Proposed tariffs for the **2018/19** financial year are attached to the budget document on **Annexure 3**, however the summary of the proposed increase is as follows:

Summary of proposed tariffs

Description	Average Increase
Rates and Taxes	0%
Electricity	6,84%
Water	6,00%
Refuse	6,00%
Sanitation	6,00%
General Tariffs	6,00%
Community Services	6,00%
Cemetery	6,00%
Advertising	6,00%

Rates and Taxes Tariff

There is no proposed increase on the Property Rates tariff for 2018/19 financial year because the new valuation roll was implemented as from the 1st of July 2015, the following tariffs will apply:

Property rates Comparison

PROPERTY RATES AND TAXES TARIFFS						
Category	2018/2019 PROPOSED					
	PROPOSED 2018/2019	Rate per Rand	Rebate %	Rebate Value per Rand	Rate Payable per Rand	Tariff Codes
RESIDENTIAL PROPERTY						
Market value (developed)	0,0076	0,3802	98%	0,3726	0,0076	VA0001
Market value (undeveloped)	0,0380	0,3802	90%	0,3422	0,0380	VA0002
Indigent	0,0000	0,3802	100%	0,3802	0,0000	VA0003
Old Age / Pensioners 100% Rebate on first R200 000 of the market value	0,0000	0,3802	98%	0,3726	0,0076	VA0001
(Rebate on first R110 000 of market value is granted)						
BUSINESS						
Market value (developed)	0,0380	0,7604	95%	0,7224	0,0380	VA0004
Market value (undeveloped)	0,0760	0,7604	90%	0,6844	0,0760	VA0005
STATE OWNED PROPERTY						
Market value (developed)	0,0655	0,0851	23,00%	0,0196	0,0655	VA0025
Market value (undeveloped)	0,0655	0,0851	23,00%	0,0196	0,0655	VA0024

National Treasury's MFMA Circular No.51 deals inter alia with the implementation of Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on the 1 July 2009 and prescribe the rate ratio for the non-residential categories, public services infrastructure and agricultural properties relative to residential properties to be 0, 25:1. The implementation of these regulations was done in the past budgets processes.

The following stipulations in the Property Rates Policy are highlighted:

The first **R110 000** of the market value of a property used for residential purposes is excluded from rate-able value and **100%** rebate will be granted to registered indigents and on the 1st **R200 000** of the market value for old age and state pensioners in terms of Indigent Policy. **100% per cent** rebate will be granted to registered non- profit organisation

Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth out-strips supply. The municipality is currently in the process of reviewing the current water tariff structure to ensure that water tariffs structures are cost reflective by 2019 and also to ensure that:

- Water tariffs are fully cost – reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

Comparison between current water charge and increase

WATER SERVICES TARIFFS			
SERVICE	APPROVED RATES 2017/2018 R	PROPOSED % INCREASE	PROPOSED RATES 2018/2019 R
TARIFF- 1			
MAP AREA - DOMESTIC USERS OLD AGE HOMES, HOSTELS AND FLATS			
0-6 kl	8,09	6,00%	8,57
7-12 kl	9,90	6,00%	10,49
13-25 kl	10,21	6,00%	10,83
26-40 kl	10,53	6,00%	11,17
41kl and upwards	11,70	6,00%	12,41
0-6kl free basic water for registered indigents only			
0-6 kl non inc municipal area, Plots & Farms	6,38	6,00%	6,77

Sanitation and impact of tariffs increases

A tariff increase of **6 per cent** for sanitation from 1 July 2018 is proposed. This is based on the input cost assumptions related to water. The following factors also contribute to the proposed tariff increase:

- Sanitation charges are calculated according to the percentage water discharged as indicated in the table below;
- Free sanitation (100 per cent subsidy) will be applicable to registered indigents; and
- The total revenue of sanitation expected to be generated amounts to **R44** million for the 2018/19 financial year

Comparison between current Sanitation charge and increase

WASTE WATER MANAGEMENT (SANITATION) TARIFFS			
SERVICE	APPROVED RATES 2017/2018 R	PROPOSED % INCREASE	PROPOSED RATES 2018/2019 R
TARIFF -1			
DOMESTIC - BASIC CHARGE PER STAND			
Harrismith & Kestell: Domestic, Flats, Old age & Hostels (Residentials town)	142,04	6,00%	150,57
Residentials @ townships	85,65	6,00%	90,79
<i>Charged monthly</i>			

Electricity and impact of tariff increase

According to Circular 91, the NERSA document proposes a **6.84 per cent** guideline increase for municipal electricity tariffs for 2018/19. This is based on a bulk tariff increase for municipalities of **7.32 per cent**.

The following table compares the current and approved tariffs

Comparison between current Electricity charge and increase

ELECTRICITY TARIFFS						
ELECTRICITY	kWh	APPROVED RATES 2016/2017 R	APPROVED % INCREASE	APPROVED RATES 2017/2018 R	PROPOSED % INCREASE	PROPOSED RATES 2018/2019 R
Consumer Cost (Tariffs do not include VAT)						
TARIFF -A- DOMESTIC TARIFFS						
House, Flats, Old Age Homes, Hotels, Church Offices, Charity Organisations, Schools, Sport Grounds, Clubs, Agricultural Societies.						
BASIC LEVY - PER MONTH						
Single Phase (Conventional Meters)		189,95	1,00%	191,85	6,84%	204,97
Three Phase (Conventional Meters)		189,95	1,00%	191,85	6,84%	204,97
Rural tariff		194,61	1,00%	196,56	6,84%	210,00
TARIFF PER UNIT						
DOMESTIC NON RURAL						
Conventional Normal meter-per kWh(single phase)summer tariff	(0-50kWh)	0,84	1,00%	0,85	6,84%	0,91
	(51-350kWh)	1,08	1,00%	1,09	6,84%	1,17
	(351-600kWh)	1,52	1,00%	1,54	6,84%	1,64
	(>600kWh)	1,73	1,00%	1,75	6,84%	1,87
Conventional Normal meter-per kWh(single phase)winter tariff	(0-50kWh)	0,88	0,77%	0,89	6,84%	0,95
	(51-350kWh)	1,16	0,78%	1,17	6,84%	1,25
	(351-600kWh)	1,68	1,26%	1,70	6,84%	1,81
	(>600kWh)	1,78	1,00%	1,80	6,84%	1,92
Basic charge conventional NON RURAL(single/three phase)		189,95	1,00%	191,85	6,84%	204,97
Conventional Normal meter-per kWh(three phase)summer tariff	(0-50kWh)	0,88	1,00%	0,89	6,84%	0,95
	(51-350kWh)	1,18	1,00%	1,19	6,84%	1,27
	(351-600kWh)	1,69	1,00%	1,71	6,84%	1,82
	(>600kWh)	1,78	0,00%	1,78	6,84%	1,90
Conventional Normal meter-per kWh(three phase)winter tariff	(0-50kWh)	0,93	1,00%	0,94	6,84%	1,00
	(51-350kWh)	1,35	1,00%	1,36	6,84%	1,46
	(351-600kWh)	1,76	1,00%	1,78	6,84%	1,90
	(>600kWh)	1,80	1,00%	1,82	6,84%	1,94
Pre-paid meter - per kWh(Single phase&three phase)summer tariff	(0-50kWh)	0,85	15,26%	0,98	6,84%	1,05
	(51-350kWh)	1,24	5,07%	1,30	6,84%	1,39
	(351-600kWh)	1,66	6,48%	1,77	6,84%	1,89
	(>600kWh)	1,78	7,24%	1,91	6,84%	2,04
Pre-paid meter - per kWh(Single phase&three phase)winter tariff	(0-50kWh)	0,97	7,25%	1,04	6,84%	1,11
	(51-350kWh)	1,35	5,49%	1,42	6,84%	1,52
	(351-600kWh)	1,66	6,48%	1,77	6,84%	1,89
	(>600kWh)	1,78	7,24%	1,91	6,84%	2,04

Waste management and impact of tariff increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration.

Considering the deficit, the municipality is doing a comprehensive investigation into the cost structure of solid waste function and that this include investigating alternative service delivery models. The outcomes of this investigation will be incorporated into the next planning cycle. An average of **6 per cent** increase in the waste removal tariff is proposed from **1 July 2018**

Comparison between current Refuse removal charge and increase

WASTE MANAGEMENT TARIFFS			
SERVICE	APPROVED RATES 2017/2018 R	PROPOSED % INCREASE	PROPOSED RATES 2018/2019 R
<u>REFUSE REMOVAL</u>			
TARIFF (excl. VAT)			
<u>Residential:</u>	Per month for one refuse removal per week		Per month for one refuse removal per week
Residential properties	89,91	6,00%	95,30
Businesses, including businesses operated from residential dwellings (per container per month)	321,33	6,00%	340,60
Industrial Small 208	368,68	6,00%	390,80
Industrial Medium 600	793,21	6,00%	840,80
Industrial Larger 1800	2 378,04	6,00%	2 520,70
Building Waste - Self dumping	free		free
Government, Magistrate, Police	988,46	5,99%	1 047,70
Market value (undeveloped)			
Schools	504,34	6,00%	534,60
Hospitals	1 345,43	6,00%	1 426,20
Universities	3 561,21	6,00%	3 774,90
Colleges	1 452,36	6,00%	1 539,50
Dumping of refuse by Businesses & Industrial - self dumping per ton	43,09	5,82%	45,60
Flats (Per Units)	1 161,89	6,00%	1 231,60
Business	399,00	5,99%	422,90
Emptying of cages measured by m ³	22,34	5,62%	23,60
Taxi Ranks	1 428,95	5,99%	1 514,60
Garages	1 428,95	5,99%	1 514,60
FDC Complexes (Rural)	1 152,31	6,00%	1 221,40
Hostels and Restaurants	399,00	5,99%	422,90

Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increase on large and small households, as well as an indigent household receiving free basic services.

MBRR Table SA14- Household bills

FS194 Maluti-a-Phofung - Supporting Table SA14 Household bills

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19 % incr.	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		275,50	392,67	392,67	392,67	–	392,67	–	392,67	392,67	392,67
Electricity : Basic levy		157,28	167,82	176,47	178,23	–	178,23	6,8%	190,43	201,85	213,96
Electricity : Consumption		1 224,72	1 298,21	1 401,00	1 415,01	–	1 415,01	6,8%	1 511,80	1 602,50	1 698,65
Water: Basic levy				–	–	–	–			–	–
Water: Consumption		314,61	333,48	354,64	377,34	–	377,34	6,0%	399,98	423,98	449,41
Sanitation		71,79	126,30	133,50	142,04	–	142,04	6,0%	150,57	159,60	169,18
Refuse removal		75,42	79,95	84,50	89,91	–	89,91	6,0%	95,30	101,02	107,08
Other											
sub-total		2 119,33	2 398,43	2 542,78	2 595,20	–	2 595,20	5,6%	2 740,74	2 881,62	3 030,96
VAT on Services											
Total large household bill:		2 119,33	2 398,43	2 542,78	2 595,20	–	2 595,20	5,6%	2 740,74	2 881,62	3 030,96
% increase/-decrease			13,2%	6,0%	2,1%	(100,0%)	–		5,6%	5,1%	5,2%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		314,61	266,00	266,00	283,02	–	283,02	–	283,02	283,02	283,02
Electricity : Basic levy		157,28	167,82	176,47	178,23	–	178,23	6,8%	188,93	200,26	212,28
Electricity : Consumption		528,09	559,78	598,31	604,29	–	604,29	6,8%	640,55	678,98	719,72
Water: Basic levy				–	–	–	–			–	–
Water: Consumption		191,01	202,47	214,54	228,27	–	228,27	6,0%	241,97	256,48	271,87
Sanitation		71,79	76,10	80,50	85,65	–	85,65	6,0%	90,79	96,24	102,01
Refuse removal		75,42	79,95	84,50	89,91	–	89,91	6,0%	95,30	101,02	107,08
Other											
sub-total		1 338,21	1 352,12	1 420,32	1 469,38	–	1 469,38	4,8%	1 540,56	1 616,02	1 696,00
VAT on Services											
Total small household bill:		1 338,21	1 352,12	1 420,32	1 469,38	–	1 469,38	4,8%	1 540,56	1 616,02	1 696,00
% increase/-decrease			1,0%	5,0%	3,5%	(100,0%)	–		4,8%	4,9%	4,9%
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		–	–	–	–	–	–	–	–	–	–
Electricity : Basic levy		–	–	–	–	–	–	–	–	–	–
Electricity : Consumption		487,73	42,50	324,00	327,24	–	327,24	6,8%	346,87	367,69	389,75
Water: Basic levy				–	–	–	–	–	–	–	–
Water: Consumption		117,99	43,32	125,72	133,77	–	133,77	6,0%	141,79	150,30	159,32
Sanitation		–	–	–	–	–	–	–	–	–	–
Refuse removal		–	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–	–
sub-total		605,72	85,82	449,72	461,01	–	461,01	6,0%	488,67	517,99	549,07
VAT on Services											
Total small household bill:		605,72	85,82	449,72	461,01	–	461,01	6,0%	488,67	517,99	549,07
% increase/-decrease			(85,8%)	424,0%	2,5%	(100,0%)	–		6,0%	6,0%	6,0%

SOCIAL PACKAGE

The following social package will be provided during 2018/19 financial year.

Social packages

Service charges	Residents (non-indigents)	Indigents
Electricity	0	50kWh per month
Water	0	6kl per month
Refuse removal	0	100%
Sanitation	0	100%
Assessment rates	(Rebate on first 110 000 of market value is granted)	100%

CONSOLIDATED OPERATING EXPENDITURE FRAMEWORK

The expenditure section of the operating budget outlines out all the operating expenses and cash outflows to both internal and external sources.

In order to facilitate accountability departments must budget for all expenditure necessary for the performance of their respective functions.

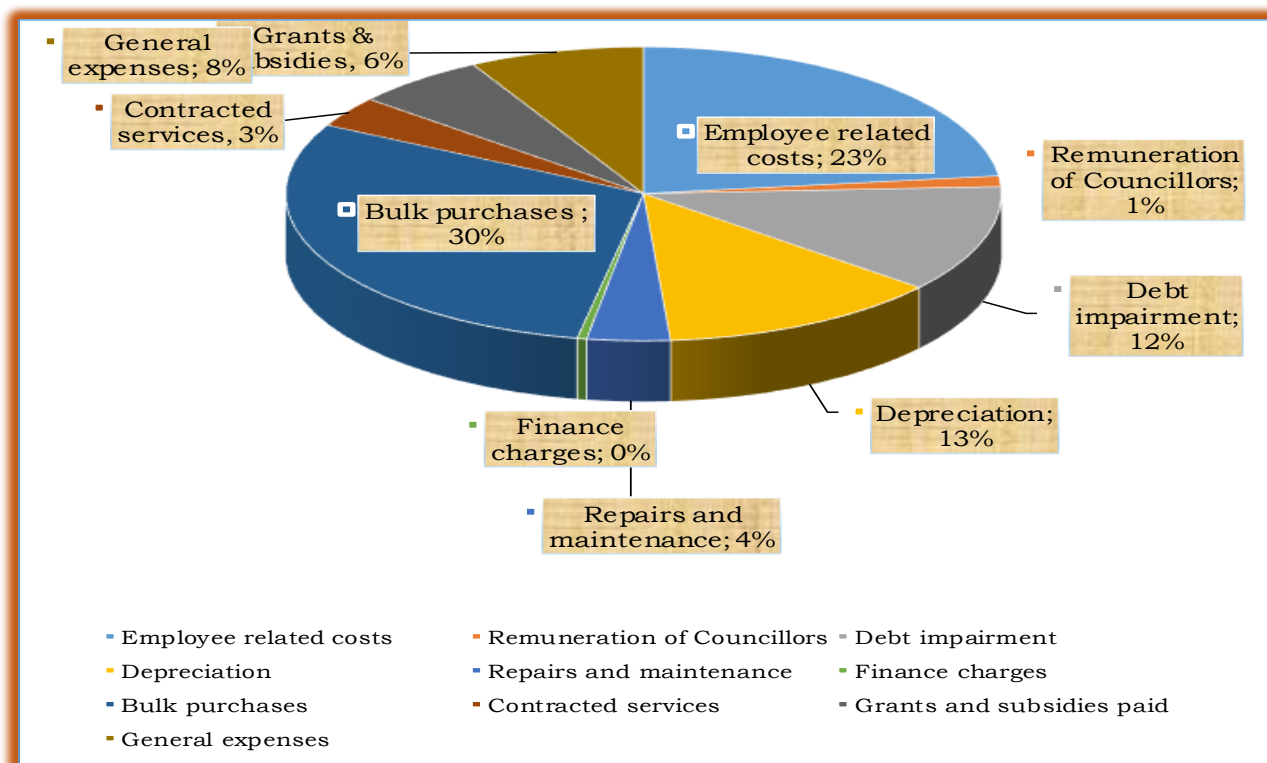
However, departments are required to address only the expenditure items directly manageable by the relevant department.

The zero-based types of analysis where all activities are open to in-depth review and scrutiny during the budget process provides an opportunity for the reallocation of resources to important priorities and avoid continuous growth in the budgeted expenditure of low priorities.

The expenditure budget consists of operational service delivery items and provides, inter alia, for the following:

Operating Expenditure by Standard classification item

Description	Pre- Audited Outcomes 2016/17	Original Budget 2017/18	MTREF			
			Budget Year 2018/19	% in relation to 2018/19 budget year	Budget Year+1 2019/20	Budget Year+2 2020/21
	R'000	R'000	R'000		R'000	R'000
Employee related costs	462 666	455 734	489 672	23%	514 206	546 608
Remuneration of Councillors	24 223	23 357	24 758	1%	26 244	27 819
Debt impairment and debt relief	56 026	270 000	250 000	12%	265 000	280 900
Depreciation	268 781	285 000	270 940	13%	287 187	304 409
Repairs and maintenance	112 685	94 680	79 450	4%	84 217	89 270
Finance charges	23 829	4 000	8 960	0%	10 290	10 704
Bulk purchases	600 636	608 750	631 596	30%	669 741	708 721
Contracted services	96 878	82 143	71 842	3%	72 992	75 846
Grants and subsidies paid	109 000	115 540	127 094	6%	134 720	142 803
General expenses	524 167	306 675	167 639	8%	191 934	202 615
TOTAL OPERATING EXPENDITURE BY TYPE	2 278 891	2 245 879	2 121 951	100%	2 256 531	2 389 695



The following table gives a breakdown of the main expenditure categories for the 2018/19 financial year:

Operating Expenditure By Vote

Expenditure By Vote	Pre- Audited Outcomes 2016/17	Original Budget 2017/18	MTREF			
			Budget Year 2018/19	% in relation to 2018/19 budget year	Budget Year+1 2019/20	Budget Year+2 2020/21
	R'000	R'000	R'000		R'000	R'000
Legislative Authority	127 005	97 574	49 359	2%	52 320	55 459
Office of the Municipal Manager	39 944	45 136	28 139	1%	29 828	31 617
Corporate Services	62 760	52 684	48 322	2%	51 221	54 295
Financial services	845 844	787 784	766 907	36%	813 254	862 320
Municipal Infrastructure	131 214	71 296	67 402	3%	71 446	75 732
Community Services	14 480	62 996	65 173	3%	69 083	73 228
Public Safety & Transport	115 323	102 953	82 003	4%	86 924	92 139
Sports, Parks, Arts & Culture	43 033	68 472	42 286	2%	44 824	47 513
LED & Tourism	23 103	37 073	20 660	1%	17 532	18 584
Human Settlements	9 066	11 286	9 581	0%	10 156	10 766
IDP/PMS	894	7 991	5 241		5 555	5 889
Spatial Development, Planning & Traditional Affairs	9 402	14 225	13 591	1%	14 407	15 271
Electricity Department	671 730	678 491	698 008	33%	739 888	784 282
Maluti Water (Pty) Ltd	185 092	207 916	225 279	11%	250 094	262 598
Total	2 278 890	2 245 877	2 121 951	100%	2 256 532	2 389 693

EMPLOYEE RELATED COST AND REMUNERATION OF COUNCILLORS

- The allocation for employee related cost for 2018/19 amount to **R489 million** which equals to **23 per cent** of the total operating expenditure, and **R24 million** for remuneration of Councillors allowances which constitutes 1% of the total operating expenditure. The increase in employee related costs is mainly due to the provision of salary increase in the next financial year (2018/19). The *Salary and Wage Collective Agreement* for the period 01 July 2015 to 31 June 2018 has come to an end. The process is under consultation; therefore, in the absence of other information from the South African Local Government Bargaining Council communication will be provided at a later stage

REPAIRS AND MAINTENANCE

Repairs and Maintenance constitutes 4% of our total annual operating expenditure. This category includes all labour, vehicle and material costs for the repair and maintenance of the assets of the Municipality. It includes both contracted services and services performed by employees. The total cost of asset maintenance is disclosed in this category to enable an evaluation of asset performance.

The repairs and maintenance of buildings, fixed assets, roads, grounds and open spaces, motors and pumps, network reticulations, substations, VIP toilets, storm water systems, vehicles, transformers and CCTV cameras will be included in this category. The deferral of maintenance expenditure on assets has the effect of increasing future maintenance costs and also has potential for reducing the economic life of the asset and hence the flow of economic benefits. Deferrals and the impact thereof should be indicated clearly in the operational plans.

In determining the budget under this section, the following should also be allowed for:

- New assets to be acquired during the course of the year and which would require maintenance.
- Capital assets to be sold or disposed of in the course of the year and which would not require further maintenance.

Departments must indicate their needs to maintain the assets of the Municipality in the repairs and maintenance master plans. Departments must also indicate in their operational plans their annual requirements and the deferred maintenance needs.

Repairs and Maintenance per asset class

DESCRIPTION	ORIGINAL BUDGET 2017/18	PROPOSED BUDGET 2018/19	PROPOSED BUDGET 2019/20	PROPOSED BUDGET 2020/21
R & M - BUILDINGS	3 000 000	1 500 000	1 590 000	1 685 400
R & M - COMPUTER EQUIPMENT	800 000	100 000	106 000	112 360
R & M - EQUIPMENT & TOOLS	400 000	50 000	53 000	56 180
R & M - FURNITURE	300 000	-	-	-
R & M - RESURFACING OF ROADS	33 400 000	33 000 000	34 980 000	37 078 800
R & M - GROUNDS & OPEN SPACES	1 000 000	500 000	530 000	561 800
R & M - MOTORS & PUMPS	330 000	300 000	318 000	337 080
R & M - NETWORK RETICULATION	15 000 000	10 000 000	10 600 000	11 236 000
R & M - MAINTANANCE OF VIP TOILETS	3 000 000	3 000 000	3 180 000	3 370 800
R & M - STREETS & STORMWATER (COOPERATIVES)	5 000 000	3 000 000	3 180 000	3 370 800
R & M - SUBSTATIONS	8 500 000	14 000 000	14 840 000	15 730 000
R & M - VEHICLES	3 500 000	2 000 000	2 120 000	2 247 200
R & M - TRANFORMERS	6 800 000	12 000 000	12 720 000	13 483 200
R & M- CCTV CAMERAS	1 200 000	-	-	-
R & M- MAP WATER	12 449 866,80	-	-	-
TOTAL	94 679 866,80	79 450 000,00	84 217 000,00	89 269 620,00

CAPITAL BUDGET

The IDP process informs the budget and the preparation of the capital budget is based on the capital development priorities approved through the Integrated Development Plan (IDP).

The capital budget consists of the non-operational needs of the community as well. The procurement of assets, with a lifespan of more than one year is classified as capital expenditure also.

CONSOLIDATED CAPITAL BY FUNDING SOURCE

The projected annual capital budget amounts to R223.3 million for the 2018/19 financial year, which represents a decrease of R49 million (18%) above the approved annual capital budget for 2017/18.

Medium Term Capital funding

MTREF				
Description	Original allocation for 2017/18	Budget Year 2018/19	Budget Year+1 2019/20	Budget Year+2 2020/21
CAPITAL GRANTS	R'000	R'000	R'000	R'000
Municipal Infrastructure Grant (MIG)	165 732	159 321	162 763	172 285
Integrated Electrification Programme (INEG)	-	29 000	19 200	38 400
Water Services Infrastructure Grant (WSIG)	50 000	35 000	50 000	52 750
Total National Grants	215 732	223 321	231 963	263 435
OWN FUNDS ALLOCATIONS				
Capital Fixed Assets	9 000	7 000		
Capital projects	47 700			
Total own funds allocation	56 700	7 000	-	-
TOTAL ASSETS	272 432	230 321	231 963	263 435

Consolidated Budgeted Capital Expenditure by vote, standard classification and funding source

FS194 Maluti-a-Phofung - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Legislative Authority		-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Municipal Infrastructure		153 779	204 464	143 998	263 432	-	263 432	-	223 321	231 963	263 435
Vote 6 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety & Transport		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sports, Parks, Arts & Culture		-	-	-	-	-	-	-	-	-	-
Vote 9 - LED, Tourism, SMME's, Rural & agricultural de		-	-	-	-	-	-	-	-	-	-
Vote 10 - Human Settlements		-	-	-	-	-	-	-	-	-	-
Vote 11 - IDP- PMS Department		-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		-	-	-	-	-	-	-	-	-	-
Vote 14 - Maluti Water (Pty) Ltd		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	153 779	204 464	143 998	263 432	-	263 432	-	223 321	231 963	263 435
Single-year expenditure to be appropriated	2										
Vote 1 - Legislative Authority		-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager		781	221	209	2 000	-	2 000	-	-	-	-
Vote 3 - Corporate Services		-	-	120	500	-	500	-	-	-	-
Vote 4 - Financial Services		808	194	6	-	-	-	-	-	-	-
Vote 5 - Municipal Infrastructure		-	-	42 896	5 000	-	5 000	-	7 000	-	-
Vote 6 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety & Transport		-	-	633	1 500	-	1 500	-	-	-	-
Vote 8 - Sports, Parks, Arts & Culture		-	-	-	-	-	-	-	-	-	-
Vote 9 - LED, Tourism, SMME's, Rural & agricultural de		-	-	-	-	-	-	-	-	-	-
Vote 10 - Human Settlements		-	-	-	-	-	-	-	-	-	-
Vote 11 - IDP- PMS Department		-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		-	-	-	-	-	-	-	-	-	-
Vote 14 - Maluti Water (Pty) Ltd		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		1 590	415	43 864	9 000	-	9 000	-	7 000	-	-
Total Capital Expenditure - Vote		155 369	204 879	187 862	272 432	-	272 432	-	230 321	231 963	263 435
Capital Expenditure - Functional											
Governance and administration		1 590	415	336	7 500	-	7 500	-	-	-	-
Executive and council		781	221	329	7 500	-	7 500	-	-	-	-
Finance and administration		808	194	6	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		32 367	51 002	84 916	85 202	-	85 202	-	61 520	24 742	22 897
Community and social services		12 810	13 040	30 043	56 830	-	56 830	-	45 532	17 444	15 144
Sport and recreation		19 557	37 962	54 240	26 873	-	26 873	-	15 988	7 299	7 753
Public safety		-	-	633	1 500	-	1 500	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		26 571	62 226	41 237	54 202	-	54 202	-	38 595	12 278	16 344
Planning and development		-	-	-	-	-	-	-	-	-	-
Road transport		26 571	62 226	41 237	54 202	-	54 202	-	38 595	12 278	16 344
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		94 841	91 235	45 690	117 186	-	117 186	-	122 240	186 805	215 579
Energy sources		38 994	37 340	4 595	12 600	-	12 600	-	29 798	19 200	49 898
Water management		31 548	32 620	32 314	61 405	-	61 405	-	52 919	117 809	120 698
Waste water management		24 299	21 276	8 782	43 181	-	43 181	-	39 522	49 796	44 983
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	15 683	8 342	-	8 342	-	7 966	8 138	8 614
Total Capital Expenditure - Functional	3	155 369	204 879	187 862	272 432	-	272 432	-	230 321	231 963	263 435
Funded by:											
National Government		116 824	186 197	187 862	215 732	-	215 732	-	223 321	231 963	263 435
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	116 824	186 197	187 862	215 732	-	215 732	-	223 321	231 963	263 435
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		38 545	18 682	-	56 700	-	56 700	-	7 000	-	-
Total Capital Funding	7	155 369	204 879	187 862	272 432	-	272 432	-	230 321	231 963	263 435

List of Capital Project for 2018/19

LIST OF PROJECTS	SOURCE OF FUNDING	WARD NO	PROGRESS	FINAL BUDGET 2018/19	FINAL BUDGET 2019/20	FINAL BUDGET 2020/21
WATER PROJECTS						
Fika Patso Purification project	WSIG	20	20%	-	15 000 000	
Kestel Bulk line	WSIG	3	Tender stage	35 000 000	35 000 000	52 250 000
Phuthaditjhaba: Provision of water services for network extensions and 2940 erf connections (Qwaqwa Rural) Phase 3B	MIG	12 & 17	99,5%	731 901	-	-
Phuthaditjhaba: Provision of water services for network extensions and 3907 erf connections (Qwaqwa Rural) Phase 3C	MIG	12 & 35	30%	5 361 000	257 964	-
Intabazwe/Harrismith: Rectification of water supply pipeline (MIS:278789)	MIG	6	Tender stage	3 391 686	158 314	-
Intabazwe Ext. 3: Construction of Internal Water Reticulation with Water Meters	MIG	5	Budget for 2018/19 is for professional fees Project delayed	1 950 782	19 250 000	17 646 063
Matebeleng 3ML Reservoir	MIG	8	Registration	-	9 000 000	4 000 000
Hlatseng: Water Network 200 stands and supply line	MIG	11	Registration	-	5 930 000	270 000
Mphatlalatsane: Water Network 500 stands and supply line Phase 1	MIG	2	Registration	-	4 851 999	9 472 336
Wilge: Construction of a 4 ML Reservoir	MIG	6	Registration	5 317 198	4 030 802	5 652 000
Monontsha: Water Network 500 stands and supply line Phase 1	MIG	11	Registration	1 166 842	5 983 158	9 850 000
Chris Hani Park: Water Reticulation 500 Stands	MIG	28	Registration	-	9 350 000	7 650 000
Thaba Bosiu Water Pipeline	MIG	19	Registration	-	8 996 532	7 457 774
Upgrading of water pump stations	MIG	9, 11, 12, 14, 16, 19, 21, 25, 27,29, 34, 35	Registration	-	-	3 059 174
Construction 4ML Reservoir in Qholaqwe	MIG	24	Registration	-	-	2 890 524
TOTAL				52 919 409	117 808 770	120 197 871
COMMUNITY FACILITY PROJECTS						
Intabazwe/Harrismith: New Commuter infrastructure facility (MIS:264316)	MIG	22	68%	3 101 164	1 166 842	-
Phuthaditjhaba/Qwaqwa: New taxi facility - phase 1 (MIS:226018)	MIG	7	49%	13 571 108	5 023 981	2 374 802
Kestell/Tholong: Construction of a new taxi facility (MIS:255150)	MIG	3	Tender stage	15 949 916	5 528 134	1 082 478
Harrismith/Tshiamo B: Construction of a new taxi facility (MIS:255146)	MIG	1	12%	12 909 581	5 724 836	1 237 130
Phuthaditjhaba: Upgrading of Town Hall (MIS:269245)	MIG	29	Project delayed; only professional fees paid	-	-	10 450 000
TOTAL				45 531 770	17 443 793	15 144 411
ELECTRICITY PROJECTS						
Upgrading of E-Ross Substation- Phase 1	DOE	17	Design stage	15 000 000	19 200 000	34 200 000
Tshiamo D - electrification	DOE	1	Design stage	14 000 000	-	-
Kgabisi electrification - Phase 2	DOE	32	To commence in 2020	-	-	4 200 000
Maluti-a-Phofung: High mast lights in 4 towns (Phase 2)	MIG	To be announced	To be implemented in 2020	798 089	-	11 498 000
				29 798 089	19 200 000	49 898 000

LIST OF PROJECTS	SOURCE OF FUNDING	WARD NO	PROGRESS	FINAL BUDGET 2018/19	FINAL BUDGET 2019/20	FINAL BUDGET 2020/21
WASTE WATER MANAGEMENT/ SEWERAGE PROJECTS						
Wilge: Upgrading of the Wilge Waste Water Treatment Works - Phase 1 (MIS:268482)	MIG	6	99%	1 836 597	-	
Harrismith/Intabazwe-Ext3: Construction of sewer outfall line and rising main (MIS:236415)	MIG	5	Tender stage	5 313 046	398 249	-
Thabong: Construction of sewer reticulation network to 1209 stands (MIS:264287)	MIG	24	38%	12 562 889	2 551 378	1 246 609
Bluegumbosch: Construction of sewer reticulation network to 2367 stands - phase 1 (MIS:264308)	MIG	34	35%	12 440 179	933 826	-
Khotsong: Construction of sewer reticulation network to 510 stands (MIS:264119)	MIG	30	32%	2 006 032	361 266	-
Intabazwe Ext. 3: Construction of Waterborne Sewer Network	MIG	5	Registration	1 507 493	14 725 000	12 401 604
Namahadi: Construction of Sewer Network (Harankopane)	MIG	26	Registration	3 855 909	8 207 792	10 898 000
VIP Toilets Project Phase 12A	MIG	21,23,25	Registration	-	12 000 000	10 745 694
Refurbishment of Sewer Pump Stations	MIG	7, 13, 15, 17, 19, 21, 23, 24, 26, 27, 29, 30, 32, 33, 34	Registration	-	10 618 446	9 691 521
TOTAL				39 522 144	49 795 957	44 983 428
OTHER						
PMU Establishment				7 966 050	8 138 150	8 614 250
ROADS PROJECTS						
Intabazwe: Paving of 6km roads - Phase 2	MIG	5	97%	3 419 584	-	-
Tshiame B: Paving of 6km roads - Phase 2B	MIG	1	85%	558 066	-	-
Namahadi: Construction of 5km paved roads and storm water phase 2 (MIS:240386)	MIG	18	35%	13 613 773	3 100 169	1 519 978
Tshiame: Construction of 4.5km paved roads and storm water drainage phase 3 (MIS:240998)	MIG	1	12%	14 003 731	9 177 642	915 237
Phuthaditjhaba: Upgrading of 1km paved road Motebang - phase 1 (MIS:276324)	MIG	27	Project delayed	-	-	11 300 000
Monontsha: Construction of footbridge	MIG	11 & 12	Project delayed	-	-	2 609 000
TOTAL				31 595 154	12 277 811	16 344 215
SPORTS AND RECREATIONAL FACILITIES						
Bluegumbosch: New indoor Sport and Recreational Facility (MIS:245891)	MIG	34	35%	4 224 394	1 498 519	
Intabazwe: Upgrading of recreational and sports facilities at Intabazwe Stadium (MIS:264315)	MIG	22	70%	11 763 990	5 000 000	2 026 334
Refurbishment of Charles Mopedi Stadium	MIG	17	Registration	-	800 000	4 000 000
Upgrade of Platberg Stadium Phase 1	MIG	22	Registration	-	-	1 726 491
TOTAL				15 988 384	7 298 519	7 752 825
TOTAL CAPITAL PROJECTS FROM GRANTS				223 321 000	231 963 000	262 935 000
FIXED ASSETS						
Yellow fleet (Plant & Machinery)	OWN SOURCE			7 000 000	-	-
TOTAL FIXED ASSETS				7 000 000	-	-
TOTAL CAPITAL ASSETS				230 321 000	231 963 000	262 935 000

PROPOSED ANNUAL BUDGET TABLES -PARENT MUNICIPALITY

The following tables present the Municipality's main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables indicate operating income and expenditure budget for 2018/19 and two outer years.

Budget summary

FS194 Maluti-a-Phofung - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousands										
Financial Performance										
Property rates	120 001	152 732	158 750	207 596	–	207 596	–	207 596	220 052	233 255
Service charges	556 963	370 987	426 430	712 889	–	712 889	–	540 260	572 676	607 036
Investment revenue	1 116	2 974	2 304	2 900	–	2 900	–	2 900	3 074	3 258
Transfers recognised - operational	403 189	454 043	458 944	503 632	–	503 632	–	547 804	597 768	647 753
Other own revenue	465 568	70 495	70 006	75 944	–	75 944	–	65 112	69 019	73 160
Total Revenue (excluding capital transfers and contributions)	1 546 837	1 051 231	1 116 434	1 502 962	–	1 502 962	–	1 363 672	1 462 588	1 564 463
Employee costs	256 577	318 397	348 550	343 185	–	343 185	–	356 250	377 625	400 283
Remuneration of councillors	23 489	22 926	24 141	23 357	–	23 357	–	24 758	26 244	27 819
Depreciation & asset impairment	278 171	265 602	268 475	280 100	–	280 100	–	270 000	286 200	303 372
Finance charges	3 985	5 389	9 009	4 000	–	4 000	–	5 000	5 300	5 618
Materials and bulk purchases	913 542	595 956	681 720	661 430	–	661 430	–	679 450	720 217	763 430
Transfers and grants	100 222	102 917	109 000	115 540	–	115 540	–	127 094	134 720	142 803
Other expenditure	312 903	700 946	652 903	610 349	–	610 349	–	434 120	456 132	483 771
Total Expenditure	1 888 890	2 012 133	2 093 798	2 037 962	–	2 037 962	–	1 896 672	2 006 437	2 127 095
Surplus/(Deficit)	(342 053)	(960 902)	(977 364)	(535 000)	–	(535 000)	–	(533 000)	(543 849)	(562 632)
Transfers and subsidies - capital (monetary alloc	206 474	185 373	178 731	215 732	–	215 732	–	223 321	231 963	263 435
Contributions recognised - capital & contributed a	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)
Capital expenditure & funds sources										
Capital expenditure	204 269	207 186	187 862	272 432	–	272 432	–	230 321	231 963	263 435
Transfers recognised - capital	204 269	186 516	187 862	215 732	–	215 732	–	223 321	231 963	263 435
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	20 670	–	56 700	–	56 700	–	7 000	–	–
Total sources of capital funds	204 269	207 186	187 862	272 432	–	272 432	–	230 321	231 963	263 435
Financial position										
Total current assets	714 205	411 059	576 384	896 039	–	943 577	–	606 672	643 323	682 515
Total non current assets	3 058 709	3 600 979	3 519 072	3 133 054	–	3 146 343	–	3 734 004	3 958 044	4 195 527
Total current liabilities	1 058 011	1 737 463	2 617 957	1 744 655	–	1 872 713	–	3 172 569	2 933 892	3 109 926
Total non current liabilities	74 897	69 293	70 850	81 630	–	81 630	–	78 445	80 141	81 590
Community wealth/Equity	2 640 007	2 205 282	1 406 650	2 202 809	–	2 135 578	–	1 089 661	1 587 333	1 685 098
Cash flows										
Net cash from (used) operating	207 756	206 394	189 610	251 321	–	249 981	–	238 689	237 036	268 385
Net cash from (used) investing	(189 570)	(200 950)	(187 850)	(245 189)	–	(245 189)	–	(230 321)	(231 963)	(263 435)
Net cash from (used) financing	(16 630)	(4 215)	(600)	(5 000)	–	(5 000)	–	(4 500)	(4 500)	(4 000)
Cash/cash equivalents at the year end	(42 313)	7 957	9 117	4 382	–	8 082	–	5 368	5 941	6 891
Cash backing/surplus reconciliation										
Cash and investments available	6 729	7 957	9 117	4 382	–	8 082	–	9 156	9 956	11 147
Application of cash and investments	586 616	1 227 909	2 218 663	1 174 869	–	1 116 976	–	2 810 924	2 550 549	2 672 246
Balance - surplus (shortfall)	(579 887)	(1 219 952)	(2 209 546)	(1 170 486)	–	(1 108 895)	–	(2 801 768)	(2 540 593)	(2 661 100)
Asset management										
Asset register summary (WDV)	3 057 917	2 980 846	3 512 974	3 129 888	–	3 143 177	–	3 723 753	3 947 178	4 184 009
Depreciation	278 171	265 602	268 475	280 100	–	280 100	–	270 000	286 200	303 372
Renewal of Existing Assets	8 995	–	–	12 566	–	12 566	–	–	11 418	13 692
Repairs and Maintenance	461 075	107 031	106 738	82 230	–	82 230	–	59 450	63 017	66 798
Free services										
Cost of Free Basic Services provided	57 927	45 873	18 529	42 558	–	42 558	5 284	5 284	28 997	30 737
Revenue cost of free services provided	715 927	3 444 860	2 830 320	2 852 700	–	2 852 700	2 852 700	2 852 700	3 023 862	3 205 294
Households below minimum service level										
Water:	4	4	4	4	–	13	13	13	13	13
Sanitation/sew erage:	4	4	4	4	–	3	3	3	3	3
Energy:	45	42	47	36	–	8	8	8	8	8
Refuse:	73	73	73	73	–	87	87	87	87	87

Explanatory notes to MBRR Table A1- Budget Summary

- Table A1 represents a high-level summary of the Municipality's budget, providing a view that includes all major components of i.e. (Operating, Capital expenditure, financial position, cash flow, and MFMA funding compliance)
- The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic services delivery backlogs.
- Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flows Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - 1) The municipality's financial performance shows a deficit position over 2018/19 MTREF contributed by non-cash items.
 - 2) The municipality's capital expenditure is funded from the following
 - Transfers recognised- capital as reflected on the Financial Performance
 - 3) The municipality's deficit reconciliation over the 2018/19 MTREF shows a negative and increasing trend, which is an indication that the Municipality will struggle to afford its commitments over the next three years. Revenue enhancement strategies should be urgently developed

FS194 Maluti-a-Phofung - Table A4 Budgeted Financial Performance (revenue and expenditure)

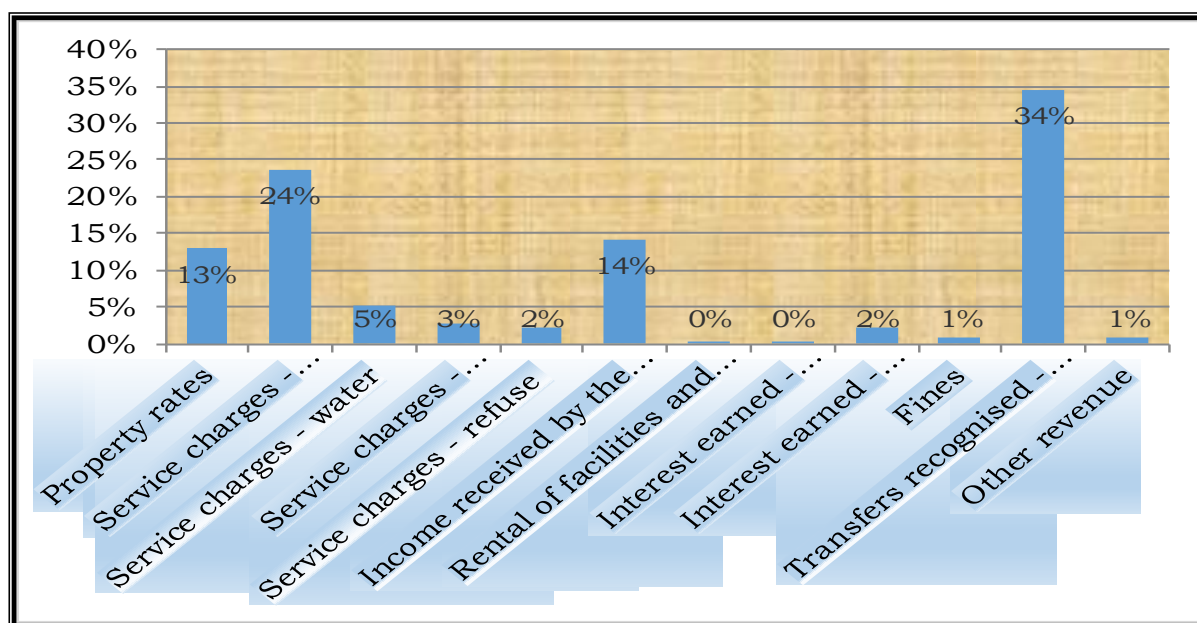
Description		Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source												
Property rates	2		120 001	152 732	158 750	207 596	–	207 596	–	207 596	220 052	233 255
Service charges - electricity revenue	2		408 748	256 905	283 358	558 165	–	558 165	–	376 253	398 828	422 757
Service charges - water revenue	2		83 542	49 443	69 867	78 315	–	78 315	–	83 014	87 995	93 274
Service charges - sanitation revenue	2		36 972	34 277	38 375	41 577	–	41 577	–	44 072	46 716	49 519
Service charges - refuse revenue	2		27 700	30 362	34 829	34 832	–	34 832	–	36 921	39 137	41 485
Service charges - other			–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment			850	1 064	1 142	1 284	–	1 284	–	1 346	1 426	1 512
Interest earned - external investments			1 116	2 974	2 304	2 900	–	2 900	–	2 900	3 074	3 258
Interest earned - outstanding debtors			16 771	24 926	31 514	31 800	–	31 800	–	33 708	35 730	37 874
Dividends received			–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits			880	21 405	17 863	14 012	–	14 012	–	14 853	15 744	16 689
Licences and permits			–	–	–	–	–	–	–	–	–	–
Agency services			–	–	–	–	–	–	–	–	–	–
Transfers and subsidies			403 189	454 043	458 944	503 632	–	503 632	–	547 804	597 768	647 753
Other revenue	2		447 067	23 100	19 487	28 848	–	28 848	–	15 206	16 118	17 085
Gains on disposal of PPE												
Total Revenue (excluding capital transfers and contributions)			1 546 837	1 051 231	1 116 434	1 502 962	–	1 502 962	–	1 363 672	1 462 588	1 564 463
Expenditure By Type												
Employee related costs	2		256 577	318 397	348 550	343 185	–	343 185	–	356 250	377 625	400 283
Remuneration of councillors			23 489	22 926	24 141	23 357	–	23 357	–	24 758	26 244	27 819
Debt impairment	3		(162 674)	225 468	63 327	270 000	–	270 000	–	250 000	265 000	280 900
Depreciation & asset impairment	2		278 171	265 602	268 475	280 100	–	280 100	–	270 000	286 200	303 372
Finance charges			3 985	5 389	9 009	4 000	–	4 000	–	5 000	5 300	5 618
Bulk purchases	2		452 467	488 924	574 983	579 200	–	579 200	–	600 000	636 000	674 160
Other materials	8		461 075	107 032	106 738	82 230	–	82 230	–	79 450	84 217	89 270
Contracted services			60 778	81 700	94 457	82 143	–	82 143	–	63 000	66 780	70 787
Transfers and subsidies			100 222	102 917	109 000	115 540	–	115 540	–	127 094	134 720	142 803
Other expenditure	4, 5		408 543	392 987	495 119	258 206	–	258 206	–	121 120	124 352	132 084
Loss on disposal of PPE			6 256	792	–	–	–	–	–	–	–	–
Total Expenditure			1 888 890	2 012 133	2 093 798	2 037 962	–	2 037 962	–	1 896 672	2 006 437	2 127 095
Surplus/(Deficit)			(342 053)	(960 902)	(977 364)	(535 000)	–	(535 000)	–	(533 000)	(543 849)	(562 632)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			206 474	185 373	178 731	215 732	–	215 732	–	223 321	231 963	263 435
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher	6		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)												
Surplus/(Deficit) after capital transfers & contributions			(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)
Taxation												
Surplus/(Deficit) after taxation			(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)
Attributable to minorities												
Surplus/(Deficit) attributable to municipality			(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)
Share of surplus/ (deficit) of associate	7											
Surplus/(Deficit) for the year			(135 579)	(775 529)	(798 633)	(319 268)	–	(319 268)	–	(309 679)	(311 886)	(299 197)

Explanatory notes to Table A4-Budgeted Financial Performance (revenue and expenditure)

- Table A4 is a view of the budgeted financial performance in relation to the revenue by source and expenditure by type. The projected annual revenue as reflected in this table amounts to R1,363,672,246 (R1.364 billion) for the 2018/19 financial year, which represents a decrease of R139.2 million (9%) less than the Annual budget for 2017/18. The projected annual expenditure as reflected in this table amounts to R1,896,672,246 (R1.897 billion) which represents a decrease of R141.2 million (7%).
- Revenue to be generated from Property Rates amounts to R207, 596 million in the 2018/19 financial year and increases to R233, 255 million by 2019/20. This revenue represents 15% of the operating revenue base of the municipality and therefore remains significant funding source for the municipality.

- Service charges relating to Electricity, Water, Sanitation and Refuse Removal constitute the biggest component of the revenue basket of the municipality totalling to R540,260 million for the 2018/19 financial year and increasing to R572,676 million and R607,036 million in 2019/20 and 2020/2021 respectively. For the 2018/19 financial year, service charges are 40% of the total anticipated revenue.
- Transfers Recognised- Operating includes the equitable share and the finance management grant from national government. The grants receipts from National government seem to be more by 9 per cent in 2018/2019 as compared to 2017/2018, the allocations increase by 9% for 2018/19 and 8% for the 2020/21 outer years.

The following graph illustrates the major revenue items per type.



- Bulk purchases have increased from R579 million from the annual budget 2017/2018 to R600 million in 2018/2019. This change is attributed to substantial increase in the cost of bulk electricity from Eskom.
- Employee related costs is also the main cost driver within the Municipality's operating Expenditure, i.e. from R366,542 million to R381,008 million a provision has been made as per circular 91 and other critical vacant positions.
- Other Expenditure consist mainly of various line items relating to daily operations of the municipality like, fuel cost, bank charges, consultant fees, audit fees, telecommunication, printing and postage cost, bursaries, etc.
- printing and postage cost, bursaries, etc.

FS194 Maluti-a-Phofung - Table A7 Budgeted Cash Flows

PS 194 Multi-Part Financing - Table A1 Budgeted Cash Flows											
Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		120 001	90 183	81 375	134 937	–	134 937	–	103 798	110 026	116 627
Service charges		195 943	671 687	326 423	458 913	–	458 913	–	361 781	383 488	406 497
Other revenue		283 382	150 102	38 429	200 875	–	200 875	–	23 808	25 236	26 751
Government - operating	1	393 995	454 043	455 266	503 632	–	503 632	–	547 804	597 768	647 753
Government - capital	1	206 474	187 265	182 520	215 732	–	215 732	–	223 321	231 963	263 435
Interest		17 530	26 962	33 818	23 425	–	23 425	–	19 464	20 632	21 870
Dividends									–	–	–
Payments											
Suppliers and employees		(1 146 594)	(1 349 141)	(833 788)	(1 167 993)	–	(1 167 993)	–	(910 991)	(989 210)	(1 059 477)
Finance charges		(4 206)	(20 685)	(9 009)	(4 000)	–	(4 000)	–	(4 500)	(4 770)	(5 056)
Transfers and Grants	1	–	–	(85 425)	(115 540)	–	(115 540)	–	(133 000)	(142 590)	(154 350)
NET CASH FROM/(USED) OPERATING ACTIVITIES		66 526	210 415	189 610	249 981	–	249 981	–	231 485	232 543	264 050
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		6 256	663	4 024	–	–	–	–	–	–	–
Decrease (Increase) in non-current debtors		–	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivables		8 236	(1 631)	(3 887)	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		196	(12)	(125)	–	–	–	–	–	–	–
Payments											
Capital assets		(155 369)	(204 879)	(187 862)	(245 189)	–	(245 189)	–	(223 321)	(231 963)	(263 435)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(140 681)	(205 858)	(187 850)	(245 189)	–	(245 189)	–	(223 321)	(231 963)	(263 435)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		(16 217)	(3 222)	(600)	(5 000)	–	(5 000)	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		(16 217)	(3 222)	(600)	(5 000)	–	(5 000)	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD											
Cash/cash equivalents at the year begin:	2	90 372	1 335	1 160	(208)	–	(208)	–	8 164	580	615
Cash/cash equivalents at the year end:	2	97 089	6 717	7 957	8 290	–	8 290	–	1 500	9 664	10 244
Cash/cash equivalents at the year end:	2	6 717	8 052	9 117	8 082	–	8 082	–	9 664	10 244	10 859

Explanatory notes to Table A7 – Budgeted Cash Flow Statement

1. The table shows the cash and cash equivalents of the Municipality during the 2018/19 to 2020/21 MTREF.
2. The Municipality is under Section 139(1) b of the Constitution and various strategies of revenue enhancement are still in the process of being determined. This will include the total solutions especially on Electricity. The billing has started and statements will be out to customers in June 2017.

For the 2018/19 MTREF the budget has been prepared to ensure high levels of cash and cash equivalents over the medium-term, with cash levels anticipated to be R9.6 million by 2018/19 and steadily increasing to R10.8 million by 2020/21.

FS194 Maluti-a-Phofung - Table A6 Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
ASSETS											
Current assets											
Cash		6 729	7 957	9 117	4 382	-	8 082	-	5 368	5 941	6 891
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	520 053	321 316	504 879	793 029	-	793 029	-	535 172	567 282	601 319
Other debtors		183 933	79 007	58 354	95 711	-	136 383	-	61 855	65 567	69 501
Current portion of long-term receivables		1 214	645	1 864	678	-	678	-	1 976	2 095	2 220
Inventory	2	2 277	2 133	2 170	2 240	-	5 406	-	2 300	2 438	2 585
Total current assets		714 205	411 059	576 384	896 039	-	943 577	-	606 672	643 323	682 515
Non current assets											
Long-term receivables		361	2 590	5 259	2 688	-	2 688	-	5 574	5 908	6 263
Investments		-	-	-	-	-	-	-	3 788	4 015	4 256
Investment property		69 579	51 413	51 413	71 765	-	71 765	-	54 498	57 768	61 234
Investment in Associate		0	0	0	0	-	-	-	0	0	0
Property, plant and equipment	3	2 986 706	3 544 919	3 459 536	3 056 781	-	3 070 070	-	3 667 108	3 887 135	4 120 363
Agricultural		-	-	-	-	-	-	-	-	-	-
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		1 632	1 279	2 025	1 343	-	1 343	-	2 147	2 276	2 412
Other non-current assets		430	777	839	477	-	477	-	889	942	999
Total non current assets		3 058 709	3 600 979	3 519 072	3 133 054	-	3 146 343	-	3 734 004	3 958 044	4 195 527
TOTAL ASSETS		3 772 914	4 012 038	4 095 456	4 029 093	-	4 089 921	-	4 340 676	4 601 367	4 878 042
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	-	-	-	-	-	-	-	-	-	-
Consumer deposits		11 721	11 867	12 111	12 319	-	12 319	-	12 838	13 608	14 425
Trade and other payables	4	1 046 290	1 725 595	2 605 845	1 732 336	-	1 860 393	-	3 159 731	2 920 284	3 095 501
Provisions		-	-	-	-	-	-	-	-	-	-
Total current liabilities		1 058 011	1 737 463	2 617 957	1 744 655	-	1 872 713	-	3 172 569	2 933 892	3 109 926
Non current liabilities											
Borrowing		9 077	5 729	4 865	7 000	-	7 000	-	8 500	6 000	3 000
Provisions		65 819	63 564	65 986	74 630	-	74 630	-	69 945	74 141	78 590
Total non current liabilities		74 897	69 293	70 850	81 630	-	81 630	-	78 445	80 141	81 590
TOTAL LIABILITIES		1 132 907	1 806 755	2 688 807	1 826 285	-	1 954 342	-	3 251 014	3 014 034	3 191 516
NET ASSETS	5	2 640 007	2 205 282	1 406 650	2 202 809	-	2 135 578	-	1 089 661	1 587 333	1 686 526
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		2 640 007	1 928 457	1 129 824	2 202 809	-	2 135 578	-	1 089 661	1 587 333	1 685 098
Reserves	4	-	276 825	276 825	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	2 640 007	2 205 282	1 406 650	2 202 809	-	2 135 578	-	1 089 661	1 587 333	1 685 098

Explanatory notes to Table A6 - Budgeted Financial Position

1. The budgeted Statement of Financial Position of the Municipality has been prepared on a basis consistent with GRAP 1 and international accounting standards and as such makes it comparable with the present Statement of Financial Position and those of previous years, to enable all stakeholders to interpret the impact of the budget as such on the Statement of Financial Position.
2. The assets are in the order of relative liquidity and liabilities according to their priority of being met with cash and an extensive table of notes (MBRR Table SA3 which can be found on page 96) are provided with details of the major components of items such as:
 - ☐ Call Investment Deposits
 - ☐ Consumer Debtors
 - ☐ Property, Plant and Equipment
 - ☐ Trade and Other Payables
 - ☐ Non-Current Provisions
 - ☐ Changes in Net Assets
 - ☐ Reserves
3. Movements on the Budgeted Statement of Financial Performance will impact on the Budgeted Statement of Financial Position. Assumptions made on the collection rate for instance, will affect the budgeted cash position of the Municipality and the budgeted impairment of debtors. As such the assumptions form a critical link in determining the applicability and relevance of the budget, the determination of financial indicators, the assessment of funding compliance and the general viability of the municipality.

FS194 Maluti-a-Phofung - Table A7 Budgeted Cash Flows

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		120 001	90 183	81 375	134 937	–	134 937	–	103 798	110 026	116 627
Service charges		345 730	598 232	326 423	458 497	–	458 913	–	342 969	363 547	427 635
Other revenue		279 913	45 569	38 429	29 697	–	200 875	–	23 808	25 236	26 751
Government - operating	1	402 495	455 111	455 266	503 632	–	503 632	–	547 804	597 768	647 753
Government - capital	1	206 474	186 197	182 520	215 732	–	215 732	–	223 321	231 963	263 435
Interest		17 530	27 900	33 818	23 425	–	23 425	–	22 835	20 632	21 870
Dividends									–	–	–
Payments											
Suppliers and employees		(1 160 402)	(1 191 409)	(833 788)	(995 059)	–	(1 167 993)	–	(900 606)	(976 688)	(1 089 256)
Finance charges		(3 985)	(5 389)	(9 009)	(4 000)	–	(4 000)	–	(4 500)	(4 770)	(5 056)
Transfers and Grants	1	–	–	(85 425)	(115 540)	–	(115 540)	–	(120 739)	(130 678)	(141 375)
NET CASH FROM/(USED) OPERATING ACTIVITIES		207 756	206 394	189 610	251 321	–	249 981	–	238 689	237 036	268 385
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		6 022	7 851	4 024	–	–	–	–	–	–	–
Decrease (Increase) in non-current debtors		–	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivables		8 236	(1 661)	(3 887)	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		440	45	(125)	–	–	–	–	–	–	–
Payments											
Capital assets		(204 269)	(207 186)	(187 862)	(245 189)	–	(245 189)	–	(230 321)	(231 963)	(263 435)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(189 570)	(200 950)	(187 850)	(245 189)	–	(245 189)	–	(230 321)	(231 963)	(263 435)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		(16 630)	(4 215)	(600)	(5 000)	–	(5 000)	–	(4 500)	(4 500)	(4 000)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(16 630)	(4 215)	(600)	(5 000)	–	(5 000)	–	(4 500)	(4 500)	(4 000)
NET INCREASE/ (DECREASE) IN CASH HELD		1 557	1 228	1 160	1 132	–	(208)	–	3 868	573	950
Cash/cash equivalents at the year begin:	2	(43 870)	6 729	7 957	3 250	–	8 290	–	1 500	5 368	5 941
Cash/cash equivalents at the year end:	2	(42 313)	7 957	9 117	4 382	–	8 082	–	5 368	5 941	6 891

Explanatory notes to Table A7 – Budgeted Cash Flow Statement

1. The table shows the cash and cash equivalents of the Municipality during the 2018/19 to 2020/21 MTREF.
2. The Municipality is under Section 139(1) b of the Constitution and various strategies of revenue enhancement are still in the process of being determined. This will include the total solutions especially on Electricity. The billing has started and statements are out to customers already (July-September 2017).
3. For the 2018/19 MTREF the budget has been prepared to ensure high levels of cash and cash equivalents over the medium-term, with cash levels anticipated to be R5.3 million by 2018/19 and steadily increasing to R6.8 million by 2020/21.

FS194 Maluti-a-Phofung - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash and investments available											
Cash/cash equivalents at the year end	1	(42 313)	7 957	9 117	4 382	-	8 082	-	5 368	5 941	6 891
Other current investments > 90 days		49 042	0	-	-	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	3 788	4 015	4 256
Cash and investments available:		6 729	7 957	9 117	4 382	-	8 082	-	9 156	9 956	11 147
Application of cash and investments											
Unspent conditional transfers		1 787	3 678	3 789	-	-	-	-	70 000	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	584 829	1 224 231	2 214 875	1 174 869	-	1 116 976	-	2 740 924	2 550 549	2 672 246
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
Total Application of cash and investments:		586 616	1 227 909	2 218 663	1 174 869	-	1 116 976	-	2 810 924	2 550 549	2 672 246
Surplus(shortfall)		(579 887)	(1 219 952)	(2 209 546)	(1 170 486)	-	(1 108 895)	-	(2 801 768)	(2 540 593)	(2 661 100)

Explanatory notes to Table A8 – Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded"
4. From the table it can be seen that for the Municipality experienced a shortfall net cash flow position for the period 2014/15 to 2020/21.
5. As part of the budgeting and planning guidelines that informed the compilation of the 2018/19 MTREF, the end objective of the medium-term framework was to ensure the budget is funded and aligned to section 18 of the MFMA, but due to the R3 billion eskom bill, its impossible for now
6. As can be seen, the budget moves from a shortfall of R2.3 million in 2018/19, R2.5 million in 2019/20 and R2.6 million in 2020/21.

FS194 Maluti-a-Phofung - Table A9 Asset Management

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
CAPITAL EXPENDITURE										
<u>Total New Assets</u>	1	195 273	207 186	187 862	243 464	-	243 464	218 557	215 545	224 241
Roads Infrastructure		75 471	62 226	40 185	54 202	-	54 202	31 595	12 278	5 044
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		38 994	37 340	4 595	12 600	-	12 600	29 798	19 200	49 898
Water Supply Infrastructure		31 548	32 620	21 182	61 405	-	61 405	52 919	117 809	120 698
Sanitation Infrastructure		24 299	21 276	8 782	43 181	-	43 181	39 522	39 178	35 292
Information and Communication Infrastructure		-	-	19 565	-	-	-	-	-	-
Infrastructure		170 312	153 462	94 307	171 387	-	171 387	153 835	188 464	210 932
Community Facilities		10 878	15 347	36 053	44 263	-	44 263	45 532	17 444	4 694
Sport and Recreation Facilities		12 494	37 961	54 240	10 471	-	10 471	4 224	1 499	-
Community Assets		23 371	53 309	90 293	54 734	-	54 734	49 756	18 942	4 694
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	747	8 342	-	8 342	7 966	8 138	8 614
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	747	8 342	-	8 342	7 966	8 138	8 614
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	59	1 240	-	-	-	-	-	-
Intangible Assets		-	59	1 240	-	-	-	-	-	-
Computer Equipment		781	194	142	3 000	-	3 000	-	-	-
Furniture and Office Equipment		-	-	-	1 000	-	1 000	-	-	-
Machinery and Equipment		808	162	1 132	5 000	-	5 000	7 000	-	-
<u>Total Renewal of Existing Assets</u>	2	8 995	-	-	12 566	-	12 566	-	11 418	13 692
Sanitation Infrastructure		-	-	-	-	-	-	-	10 618	9 692
Infrastructure		-	-	-	-	-	-	-	10 618	9 692
Community Facilities		1 932	-	-	12 566	-	12 566	-	-	-
Sport and Recreation Facilities		7 063	-	-	-	-	-	-	800	4 000
Community Assets		8 995	-	-	12 566	-	12 566	-	800	4 000
<u>Total Upgrading of Existing Assets</u>	6	-	-	-	16 402	-	16 402	11 764	5 000	25 503
Infrastructure		-	-	-	-	-	-	-	-	11 300
Community Facilities		-	-	-	-	-	-	-	-	10 450
Sport and Recreation Facilities		-	-	-	16 402	-	16 402	11 764	5 000	3 753
Community Assets		-	-	-	16 402	-	16 402	11 764	5 000	14 203
<u>Total Capital Expenditure</u>	4	-	-	-	-	-	-	-	-	-
Roads Infrastructure		75 471	62 226	40 185	54 202	-	54 202	31 595	12 278	16 344
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		38 994	37 340	4 595	12 600	-	12 600	29 798	19 200	49 898
Water Supply Infrastructure		31 548	32 620	21 182	61 405	-	61 405	52 919	117 809	120 698
Sanitation Infrastructure		24 299	21 276	8 782	43 181	-	43 181	39 522	49 796	44 983
Information and Communication Infrastructure		-	-	19 565	-	-	-	-	-	-
Infrastructure		170 312	153 462	94 307	171 387	-	171 387	153 835	199 083	231 924
Community Facilities		12 810	15 347	36 053	56 830	-	56 830	45 532	17 444	15 144
Sport and Recreation Facilities		19 557	37 961	54 240	26 873	-	26 873	15 988	7 299	7 753
Community Assets		32 367	53 309	90 293	83 702	-	83 702	61 520	24 742	22 897
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	747	8 342	-	8 342	7 966	8 138	8 614
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	747	8 342	-	8 342	7 966	8 138	8 614
Licences and Rights		-	59	1 240	-	-	-	-	-	-
Intangible Assets		-	59	1 240	-	-	-	-	-	-
Computer Equipment		781	194	142	3 000	-	3 000	-	-	-
Furniture and Office Equipment		-	-	-	1 000	-	1 000	-	-	-
Machinery and Equipment		808	162	1 132	5 000	-	5 000	7 000	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		204 269	207 186	187 862	272 432	-	272 432	230 321	231 963	263 435

ASSET REGISTER SUMMARY - PPE (WDV)	5									
Roads Infrastructure		633 022	683 175	1 006 424	717 334	–	717 334	1 066 809	1 130 817	1 198 667
Storm water Infrastructure				–		–	–	–	–	–
Electrical Infrastructure		443 073	458 645	457 107	481 577		481 577	484 533	513 605	544 421
Water Supply Infrastructure		419 901	423 039	426 288	444 191		453 832	451 865	478 977	507 716
Sanitation Infrastructure		178 375	191 659	167 833	201 242		201 242	177 903	188 577	199 891
Information and Communication Infrastructure		242 212	–	–			3 648	–	–	–
Infrastructure		1 916 583	1 756 518	2 057 651	1 844 344	–	1 857 633	2 181 110	2 311 976	2 450 695
Community Facilities		106 621	102 922	157 194	108 068	–	108 068	166 626	176 623	187 221
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		106 621	102 922	157 194	108 068	–	108 068	166 626	176 623	187 221
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		69 579	68 347	51 413	71 765	–	71 765	54 498	57 768	61 234
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		69 579	68 347	51 413	71 765	–	71 765	54 498	57 768	61 234
Operational Buildings		963 503	1 051 780	1 244 691	1 104 369		1 104 369	1 319 372	1 398 535	1 482 447
Housing		–	–	–	–	–	–	–	–	–
Other Assets		963 503	1 051 780	1 244 691	1 104 369	–	1 104 369	1 319 372	1 398 535	1 482 447
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		1 632	1 279	2 025	1 343		1 343	2 147	2 276	2 412
Intangible Assets		1 632	1 279	2 025	1 343	–	1 343	2 147	2 276	2 412
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3 057 917	2 980 846	3 512 974	3 129 888	–	3 143 177	3 723 753	3 947 178	4 184 009
EXPENDITURE OTHER ITEMS										
Depreciation	7	278 171	265 602	268 475	280 100	–	280 100	270 000	286 200	303 372
Repairs and Maintenance by Asset Class	3	461 075	107 031	106 738	82 230	–	82 230	59 450	63 017	66 798
Roads Infrastructure		38 384	70 992	53 314	33 400	–	33 400	25 000	26 500	28 090
Storm water Infrastructure		–	–	–	5 000	–	5 000	3 000	3 180	3 371
Electrical Infrastructure		28 176	22 501	20 365	30 300	–	30 300	24 000	25 440	26 966
Sanitation Infrastructure		–	–	17 808	3 000	–	3 000	3 000	3 180	3 371
Infrastructure		66 560	93 492	91 487	71 700	–	71 700	55 000	58 300	61 798
Community Facilities		181	501	126	1 000	–	1 000	500	530	562
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		181	501	126	1 000	–	1 000	500	530	562
Heritage Assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		391 516	7 603	2 386	3 000	–	3 000	1 500	1 590	1 685
Housing		–	–	–	–	–	–	–	–	–
Other Assets		391 516	7 603	2 386	3 000	–	3 000	1 500	1 590	1 685
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		107	416	118	2 000	–	2 000	100	106	112
Furniture and Office Equipment		–	1 890	11 471	300	–	300	50	53	56
Machinery and Equipment		–	–	127	400	–	400	–	–	–
Transport Assets		2 711	3 129	1 023	3 830	–	3 830	2 300	2 438	2 584
TOTAL EXPENDITURE OTHER ITEMS		739 246	372 633	375 212	362 330	–	362 330	329 450	349 217	370 170
Renewal and upgrading of Existing Assets as % of total capex		4,4%	0,0%	0,0%	10,6%	0,0%	10,6%	5,1%	7,1%	14,9%
Renewal and upgrading of Existing Assets as % of deprecn		3,2%	0,0%	0,0%	10,3%	0,0%	10,3%	4,4%	5,7%	12,9%
R&M as a % of PPE		15,4%	3,0%	3,1%	2,7%	0,0%	2,7%	1,6%	1,6%	1,6%
Renewal and upgrading and R&M as a % of PPE		15,0%	4,0%	3,0%	4,0%	0,0%	4,0%	2,0%	2,0%	3,0%

Explanatory notes to Table A9 – Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. At this stage spending on repairs and maintenance cannot be reflected by asset class due to the misalignment of the existing asset classes with the plant maintenance asset classes on the financial system. To ensure compliance the Municipality will embark on an asset creation project which will be finalised over a couple of years.

OVERVIEW OF BUDGET FUNDING

Breakdown of operating revenue over the medium term

Medium Term Revenue & Expenditure Framework						
Description	Budget Year 2018/19		Budget Year +1 2019/20		Budget Year +2 2020/21	
	R'000	%	R'000	%	R'000	%
Rates & Taxes	207 596	15%	220 052	15%	233 255	15%
Service charges	540 260	40%	572 676	39%	607 036	39%
Interest revenue	36 608	3%	38 804	3%	41 133	3%
Transfers recognised - operational	547 804	40%	597 768	41%	647 753	41%
Other own revenue	31 404	2%	33 288	2%	35 286	2%
TOTAL OPERATING REVENUE	1 363 672	100%	1 462 588	100%	1 564 463	100%

Revenue to be generated from **property rates** is R207.5 million in the 2018/19 financial year and increases to R220 million by 2019/20 and R 233.3 million by 2020/21 which represents an average of 15 per cent of the operating revenue base of the municipality. It increases by 6% over the medium-term. In addition, there are still outstanding objections.

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the municipality totalling R540.3 million for the 2018/19 financial year and increasing to R607 million by 2020/21. For the 2018/19 financial year services charges amount to 40 per cent of the total revenue base and grows by 6 per cent per annum over the medium-term. This growth can mainly be attributed to the increase in the bulk prices of electricity and other tariff charges.

Operational grants and subsidies amount to R547.8 million, R597.7 million and R647.7 million for each of the respective financial years of the MTREF, or 40 per cent of operating revenue. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF by 8% average.

Interest revenue contributes to 3% of the total operating amounting to R36.6 million, R38.8 million and R41.1 million for the respective three financial years of the 2018/19 MTREF.

Breakdown of the capital revenue for MTREF

			2018/19 MTREF					
CAPITAL GRANTS	Original Budget 2017/18	%	Budget Year 2018/19	%	Budget Year+1 2019/20	%	Budget Year+2 2020/21	%
Funded by:								
National Government	215 732	79%	223 321	97%	231 963	100%	263 435	100%
Internally generated funds	56 700	21%	7 000	3%		0%		0%
Total Capital Funding	272 432	100%	230 321	100%	231 963	100%	263 435	100%

Capital grants and receipts from national government equals to 97 per cent of the total funding source which represents R230.3 million for the 2018/19 financial year and 3% of internally generated funds intended for yellow fleet, it increases by 1% to R232 million by 2019/20, further increases to R263.4 million by 2020/21 which is 14%. Grants from national sources are the only significant funding source for the 2019/20 to 2021/22 Capital Budget.

ANNUAL BUDGETS OF MUNICIPAL ENTITY (MALUTI-A-PHOFUNG WATER (SOC) Ltd

MAP WATER BUDGET 2018/19 MTREF

DESCRIPTION	ORIGINAL BUDGET	FINAL BUDGET 2018/19	FINAL BUDGET 2019/20	FINAL BUDGET 2020/21
EXPENDITURE				
SALARIES AND ALLOWANCES	112 548 335	132 946 882	136 074 292	145 806 537
REMUNERATION OF BOARD OF DIRECTORS	-	474 531	506 733	519 054
REPAIRS & MAINTENANCE	12 449 867		-	-
DEPRECIATION	4 900 000	940 404	987 424	1 036 796
FINANCE CHARGES	-	3 959 596	4 989 902	5 085 892
CONTRACTED SERVICES	-	8 841 839	6 212 425	5 058 750
BULK PURCHASES	29 549 500	31 596 347	33 740 506	34 560 923
OTHER EXPENDITURE	48 468 555	46 518 910	67 582 451	70 530 468
SUB-TOTAL EXPENDITURE	207 916 256	225 278 508	250 093 733	262 598 420
REVENUE				
WATER	-63 989 256	-66 897 012	-76 507 222	-79 744 456
SANITATION	-28 387 000	-31 087 496	-38 641 871	-39 821 145
OPERATING GRANTS AND SUBSIDIES	-	-	-	-
EQUITABLE SHARE	-115 540 000	-127 094 000	-134 719 640	-142 802 818
OTHER INCOME	-	-200 000	-225 000	-230 000
TOTAL REVENUE	-207 916 256	-225 278 508	-250 093 733	-262 598 419
SURPLUS/DEFICIT	0	-0	0	0

Municipal entity services	Ref.		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
		Household service targets (000)									
Maluti-a-Phofung Water (SOC) Ltd		Water:									
	8	Piped water inside dwelling	85 488	85 488	85 420	85 488	-	91 698	91 698	91 698	
	10	Piped water inside yard (but not in dwelling)	10 890	10 890	10 881	10 890	-	5 771	5 771	5 771	
		Using public tap (at least min.service level)									
	10	Other water supply (at least min.service level)									
		Minimum Service Level and Above sub-total	96 378	96 378	96 301	96 378	-	97 469	97 469	97 469	
	9	Using public tap (< min.service level)									
	10	Other water supply (< min.service level)	3 850	3 850	3 927	3 850	-	13 283	13 283	13 283	
		No water supply									
		Below Minimum Service Level sub-total	3 850	3 850	3 927	3 850	-	13 283	13 283	13 283	
		Total number of households	100 228	100 228	100 228	100 228	-	110 752	110 752	110 752	
Maluti-a-Phofung Water (SOC) Ltd		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	35 642	35 642	35 642	35 642	-	32 893	32 893	32 893	
		Flush toilet (with septic tank)	2 633	2 633	2 633	2 633	-	2 104	2 104	2 104	
		Chemical toilet	2 099	2 099	2 099	2 099	-	5 473	5 473	5 473	
		Pit toilet (ventilated)	21 900	21 900	21 900	21 900	-	23 497	23 497	23 497	
		Other toilet provisions (> min.service level)	33 600	33 600	33 600	33 600	-	43 293	43 293	43 293	
		Minimum Service Level and Above sub-total	95 874	95 874	95 874	95 874	-	107 260	107 260	107 260	
		Bucket toilet	-	-							
		Other toilet provisions (< min.service level)	2 154	2 154	2 154	2 154	-	1 600	1 600	1 600	
		No toilet provisions	2 200	2 200	2 200	2 200	-	1 865	1 865	1 865	
		Below Minimum Service Level sub-total	4 354	4 354	4 354	4 354	-	3 465	3 465	3 465	
		Total number of households	100 228	100 228	100 228	100 228	-	110 725	110 725	110 725	
Detail of Free Basic Services (FBS) provided			2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Electricity	Ref.	Location of households for each type of FBS									
		Formal settlements - (50 kwh per indigent household per month Rands)	45 048 477	15 177 000	10 658 035	10 492 278	-	10 492 278	1 925 700	2 041 242	
50kWh - Free to all registered indigents		Number of HH receiving this type of FBS	100 228	70 228	25 295	19 917	-	19 917	36 680	38 514	
Water	Ref.	Location of households for each type of FBS									
		Formal settlements - (6 kilolitre per indigent household per month Rands)	2 798 470	20 221 776	17 138	22 601 971		22 601 971	1 886 086	25 395 575	
6kl - Free to all registered indigents		Number of HH receiving this type of FBS	5 706	36 955	36 955	26 528		26 528	36 680	38 514	
Sanitation	Ref.	Location of households for each type of FBS									
		Formal settlements - (free sanitation service to indigent households)	4 915 934	5 108 441	4 253 229	4 602 609		4 602 609	824 486	873 955	
Registered indigents		Number of HH receiving this type of FBS	5 706	5 594	5 594	4 518		4 518	6 832	7 174	
Refuse Removal	Ref.	Location of households for each type of FBS									
		Formal settlements - (removed once a week to indigent households)	5 164 297	5 366 212	3 600 868	4 861 505		4 861 505	647 264	686 100	
Per month for one refuse removal per week - Registered indigents		Number of HH receiving this type of FBS	5 706	5 594	5 594	4 518		4 518	6 832	7 174	
		Total cost of FBS - Refuse Removal for informal settlements	-	-	-	-	-	-	-	-	

F.8 LOCAL ECONOMIC DEVELOPMENT

Strategic Objective: Create an environment that promotes development of the local economy and facilitate job creation.

Intended Outcome: Improved municipality economic viability.

Official employment status within MAP according to Gender

Employment status	Male	Female	Total
Employed	26614	26254	52867
Unemployed	16129	21873	38002
Discouraged work- seeker	7039	11340	18379
Other not economically active	42274	56774	99048
Age less than 15 years	0	0	0
Not applicable	61153	66335	127488
Total	153209	182575	335784
Unemployment rate	37.7	45.4	41.8

Source: Statistics South Africa, Census 2011

Job creation initiatives

Project Name	No. of people employed	Project Description	Current Status
Facilitate the establishment of Harrismith logistic hub (MAP SEZ)	Estimated (29 900)	Intermodal and Multi-nodal Harrismith Logistics Hub	The project was launched by the President on the 24 th April 2017. The implementation phase is in progress.
Facilitation on upgrading and development of existing taxi ranks	50 Men 150 Youth 80 Women	Construction of new Taxi Ranks	Construction work in progress for both Phuthaditjhaba and Intabazwe ranks.
Wholesale and Retail Seta	26 SMMES Women = 19 Man = 7	Basic Management and Accredited Course	26 SMMEs received training and for 10 days in business management.
LG SETA	100 participants were employed on : - Plumbing - Welding - Motor - Mechanic - Spray Painting	Three years Artisan Project	Project implementation phase in progress
Poultry (Layers) Farming	4 6	Layer House to carry 3000 amberlink layers Support of the existing layer	The project is on the implementation phase
Feedlot	6	Intensive animal feeding establishment used in animal farming for finishing	The project is on the implementation phase

Fencing and Water Storage Implements	5	Providing of equipment and material required for farm(s) with the aim of attaining production efficiency e.g. windmills, 5000 litre JoJo Tanks, Solar Systems etc.	The project is on the implementation phase
Dairy Farming	8	Purchasing of 15 gestating Ayrshire cows and equipment	The project is on the implementation phase
Fodder Bank	7	Grazing management System that includes the cultivation of pasture, harvesting of pasture , baling and storage; in the preparation for droughts, floods, veld fires etc.	The project is on the implementation phase
Vegetable Garden	35	River Valley Garden that requires a Travelling Gun Irrigation System for cultivating potatoes, and the renovation of a tunnel that got damaged	The project is on the implementation phase
Backyard Gardens	38	Development of 38 backyard gardens to promote food security among individual households and groups.	The project is on the implementation phase
Farm Produce Market	50	A Farmers Market is a predominantly fresh food market that operates regularly within a community, at a focal public location that provides a suitable environment for farmers	The project is at conceptual phase
Biogas Project for Rural Households	60	The Maluti-A-Phofung Local Municipality identified the need of reducing the use of electricity by considering the concept of installing bio-digestible system	The project is at conceptual phase
Bio-resources Centre including Skills and Training Facilities	10	Establishment of a centre that will specialise in the collection of data concerning climatology (including a weather station), soil	The project is at conceptual phase

		classifications, soil and water conservation, botanical species, entomology studies etc.	
Orchard	50	A piece of enclosed land planted with fruit trees, specialising in temperate fruits.	The project is at conceptual phase
Constructors Development Program	15	Commit available resources to develop previously disadvantaged emerging constructors in order to increase their CIDB Grading, capacity, sustainability, quality & performance	The project has been launched
Facilitated the establishment of Qwaqwa Guest House	Total = 120 Women = 66 <ul style="list-style-type: none"> • Youth = 78 • Disability = 0 • Youth F = 43 • Youth M = 35 	Design and construct a guest house (lodge) with associated amenities. This includes an entrance gate, Restaurant, chalets with necessary access and services	Construction work is in progress. The project is having challenges with regard to the provision of water and electricity
FS-Qwaqwa Environmental Education Centre	Estimated = 185 Women = 101 Youth = 121 Youth F = 67 Youth M = 54 People with Disability = 0	This project is about the establishment of Environmental Education Centre that will provide community with access to information that includes Environmental Management, Eco-Tourism, Arts and Culture	The project is partially completed and practical handover was done to the municipality
FS-Upgrade of access road to sentinel hiking trails.	Estimated = 150 Women = 83 Youth = 97 Youth F = 53 Youth M = 44 People with Disability = 0	This project is about the upgrading of sentinel hiking trails, accommodation facilities, coffee shop and establishment of picnic site	Construction work in progress
Scholar Patrol Project	Total = 45 Women = 25 Youth = 29 Youth F = 16 Youth M = 13	Assisting school kids on pedestrian crossing	The project is In progress

Maluti –a- Phofung EPWP	1850 (50 per ward, complexes and hospitals) Women = 1100 Youth = 1300 Youth F = 715 Youth M = 585 People with Disability = 0	Cleaning and beautification	The project is on the implementation phase
Cash for waste	350 (10 per wards) Women = 96 Youth = 114 Youth F = 63 Youth M = 51 People with Disability = 0	Working on waste	The project is in progress.
Mayoral project	205 (all wards) Women = 113 Youth = 133 Youth F = 74 Youth M = 59 People with Disability = 0	Maintenance	The project is in progress.
Cleaning and Beautification of Cemeteries	105	Cleaning and beautification of cemeteries	The project is in progress
Grass Cutting Project	100	Cutting grass around Maluti –a- Phofung	The project is in progress
Home base care	105	Assisting elderly people	The project is in progress

SECTION G

G.1. DEVELOPMENTAL STRATEGIC OBJECTIVES

Subsequent to consultative meetings municipality embarked in with elected leaders, municipal administration, communities and stakeholders, municipality agreed to the following developmental priorities that should be achieved in the next five years. These development priorities are steeped within the overall cluster system of government.

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): LOCAL ECONOMIC DEVELOPMENT		
	Priority Need: Promotion of local economic development and tourism		
	LED, SMME, Environment, Tourism and Agriculture		
	Objective	Strategies	Indicators
SONLED 1	To draw new investment in the area	Create incentives for new investments	Number of new investments attracted
		Development of Investment Policy	Number of policies developed
		Development of by laws	Number of Bylaws developed
		Development of sector strategies and reviewing	Number of sector strategies developed and reviewed
		Facilitate infrastructure projects	Number of infrastructure projects facilitated (taxi ranks, shopping mall)
SONLED 2	To facilitate industrial development in the region	Retain and implement agro-projects and businesses	Number of companies retained
		Support emerging farmers and small scale farmers	Number of emerging farmers and small scale farmers supported
		Formalise small scale mining companies	Number of companies expanded
SONLED 3	To expand the manufacturing sector in the region	Retain and support existing companies in the sector	Number of companies retained and supported
		Establish new companies in the sector	Number of new entrants into the sector
SONLED 4	To strengthen the institutional capacity of SMME's and increase the number of viable emerging businesses	Conduct capacity building programmes	Number of SMMEs capacity building programmes conducted
		Support previously disadvantaged individual's businesses to develop and expand	Number of viable emerging businesses assisted
		Promote buying locally	Number of networking sessions facilitated
SONLED 5	To facilitate expansion of the agricultural sector in the region	Identify new agricultural projects	Number of new agricultural projects identified
		Retain and expand existing agricultural projects	Number of agricultural projects retained
		Implement farming projects	Number of farming projects implemented
		Support farms on basic infrastructure	Number of farms assisted on basic infrastructure

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): LOCAL ECONOMIC DEVELOPMENT		
	Priority Need: Promotion of local economic development and tourism		
	LED, SMME, Environment, Tourism and Agriculture		
	Objective	Strategies	Indicators
SONLED 6	To facilitate the expansion of mining beneficiation sector in the region	Conduct capacity building programmes for small scale miners	Number of small scale miners capacity building programmes conducted
		Facilitate infrastructure development	Number of infrastructure development facilitated (stalls)
		Develop tourism products	Number of tourism products developed
		Facilitate tourism infrastructure	Number of tourism infrastructure facilitated
SONLED 7	To market Maluti-a-Phofung as tourism destination	Review Tourism Sector Plan	Number of marketing material developed and distributed
		Attract tourists to MAP area	Number of tourism events attended
		Conduct tourism events in MAP area	Number of tourism events organised and marketing materials exhibited

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): BASIC SERVICE DELIVERY		
	Priority Need: Roads, bridges, storm water channels, electricity, water, sanitation and waste		
	Municipal Infrastructure		
	Objective	Strategies	Indicators
SONSDR 1	To accelerate the delivery of infrastructure services	Development of pavement system and construction of new roads, bridges and networks	Number of total km paved road developed and bridges constructed
		Provide proper fencing and infrastructure to cemeteries	Number of cemeteries provided with proper fencing and infrastructure
		Provide new sport indoor facilities	Number of new sport indoor facilities built
		Upgrading of stadia facilities	% of stadia facilities upgraded
		Facilitate development of new taxi rank	Number of taxi rank development facilitated
SONSDE 2	To upgrade and expand electricity network reticulation	Maintain electricity infrastructure	Number of routine electricity maintenance conducted per quarter
		Expand household connections	Number of household electricity connections
		Provide public lighting	Number of high mast lights installed

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): BASIC SERVICE DELIVERY		
	Priority Need: Roads, bridges, storm water channels, electricity, water, sanitation and waste		
	Municipal Infrastructure		
	Objective	Strategies	Indicators
SONSDE 3	To improve customer care	Attendance to complaints	Number of complaints attended to per month
SONSDW 4	To enable the development of water reticulation and supply to community	Expand bulk water network	Number of bulk water expanded
		Facilitate household connections	Number of households with water connections
SONSDW 5	To upgrade water treatment plants	Upgrading water treatment plants	Number of water treatment plants upgraded
SONSDS 6	To upgrade sanitation bulk network	Improve planning of sewer network	% of improvement on sewer network
		Upgrade sanitation bulk network	% of upgrading sanitation bulk network
		Manage sewer network	% of managing sewer network quarterly
SONSDS 7	To install and upgrade sanitation reticulation network with specific focus to rural	Install sanitation reticulation network with specific focus to rural	Number of sanitation reticulation network installed with specific focus to rural
		Upgrade sanitation reticulation network with specific focus to rural	Number of sanitation reticulation network upgraded with specific focus to rural
SONSDEN 8	Environmental and Waste		
	To promote compliance to environmental legislation, policies and bylaws	Manage the landfill sites	% of landfill sites management
		Review Strategic Environmental Management Plan	Number of strategic Environmental Management Plan reviewed
		Develop Air Quality Management plans	Number of Air Quality Management Plans developed
		Review environmental Management policies	Number of Environmental Management Policies reviewed
		Develop Air Quality Management bylaws	Number of Air Quality Management bylaws developed
SONSDEN 9	To ensure that pollution (air, water and soil) are minimized to acceptable national standard in order to preserve environment	Report on emergency incidents	Number of emergency incidents reported
		Conduct Cleanest Ward competition	Number of cleanest ward competition conducted

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): BASIC SERVICE DELIVERY		
	Priority Need: Roads, bridges, storm water channels, electricity, water, sanitation and waste		
	Environmental and Waste		
SONSDEN 10	To increase awareness by educating communities about environmental issues, and how to preserve the environment	Conduct awareness campaigns and educational programmes for communities	Number of workshops organized on environmental issues
		Develop waste management and illegal dumping bylaws	% on progress of developing waste management and illegal dumping bylaws
SONSDEN 11	To implement Expanded Public Works Programme (EPWP)	Implement EPWP projects	Number of EPWP projects implemented
SONSDEN 12	To improve waste removal	Implement a programme for the disposal of domestic waste and commercial services to industrial and business customers	% on progress for disposal of domestic waste and commercial services to industrial and business customers quarterly
		Update and maintain waste collection	Number of reports on updated wasted collection equipment
	Housing and Spatial Development Planning		
SONSDHSS 1	To prevent and eradicate all informal settlements	Formalize structures on un-proclaimed areas	Number of illegal structures formalized
		Reallocate structures on un-proclaimed areas	Number of illegal structures re-allocated
SONSDHSS 2	To facilitate access to subsistence and commercial farming	Facilitate access to subsistence and commercial farming	Number of leased and utilized town lands and camps
SONSDHSS 3	To secure tenure rights for all in MAP	Issue title deeds to relevant community	Number of title deeds given out through discount benefit scheme and registration of new title deeds
SONSDHSS 4	To enhance revenue	Selling of sites	Number of sites sold
		Charging building plans	Number of building plans approved
		Relaxation and encroachment	Number of towers approved
		Rezoning	Number of rezoning approved
		Sub-division	Number of sub-division approved
SONSDHSS 5	To manage advertisement space monthly	Ensure monitoring over new and old advertisement boards billed accordingly	Number of new and old advertisement boards monitored and billed (billboards)
		Ensure monitoring over old advertisement billed boards (posters)	Number of billboards billed (posters)
SONSDHSS 6	To improve access to land property	Survey sites in MAP for town establishment	Number of planned and surveyed sites approved
SONSDHSS 7	To facilitate land use and land	Municipal Planning Tribunal (MPT) making determination on	Number of applications approved and disapproved

	management	all matters related to applications	
Strategic Objective No.	KEY PERFORMANCE AREA (KPA): BASIC SERVICE DELIVERY		
	Priority Need: Safety and security		
	Public safety and security		
SOBNBSDPS 8	To create a safe and secured environment	Conduct regular roadblock	Number of regular roadblocks conducted
		Install speed traps to reduce road accident and fatalities	% of road accidents and fatalities reduction in MAP
		Install CCTV cameras for animal theft and criminal activities	Number of CCTV cameras installed
		Establish animal pounds	Number of animal pounds established
		Impound stray animals	Number of stray animals impounded
		Conduct fire safety inspections on buildings	Number of fire inspections conducted on buildings
SOBNBSDPS 9	To review Disaster Management Plan	Conduct consultative meetings	Number of consultative meetings held
SOBNBSCOM10	To provide municipal cemeteries	Provision of graves	Number of graves provided
		Develop electronic burial register systems	Number of electronic burial register developed
		Develop Cemetery Master Plan	Number of cemetery master plans developed
SOBNBSCOM11	To improve waste removal services	Collecting and disposing commercial waste	% of commercial waste collected and disposed
		Collecting and disposing business customers waste	% of business customers waste collected and disposed
		Reporting on waste collection equipment upgraded	Number of reports on waste collection equipment upgraded
		Review Integrated Waste Management Master Plans	Number of Integrated Waste Management Master Plans reviewed

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): MUNICIPAL FINANCIAL VIABILITY		
	Priority Need: Financial Accountability & Clean Audit		
	Financial Services		
	Objective	Strategies	Indicators
SOBNMFV 1	To enhance revenue collection	Review the reliability of existing pay-points	Number of increased pay points by 30 June 2018
		Provide adequate vending stations to maximize collection of billed revenue	Increased number of vending stations
		Introduce incentives, issue accounts on time and regular follow ups on debtors	% increase in the collection rate on rates and taxes and other service charges (Bills against Receipts)
		Conduct Revenue enhancement campaigns	Number of revenue enhancement campaigns conducted
		Installation of smart prepaid meters	Number of smart prepaid meters installed
		Installation of conventional meters	Number of conventional meters installed
		Sealing of electricity meters	Number of sealed electricity meters
		Conduct Supplementary Valuation roll to accommodate property changes	Number of supplementary valuation roll conducted
		Disconnections issued on outstanding debtors	Number of electricity disconnections issued
		Registering of indigents	Number of indigents registered
		Verify the employment status of registered indigents to ensure that the indigent grant is used for the intended purpose	Number of verified registered indigents
SOBNMFV 2	To ensure compliance to budgetary processes	Compilation of Budget Process Plan in accordance with section 21(1)(b) of the MFMA No. 56 of 2003	Approved IDP and Budget Process Plan by Council
		Compilation of Draft Budget in accordance with section 16(2)(1) of the MFMA No. 56 of 2003	Draft Budget noted by Council on 31 st March
		Compilation of the annual Budget in accordance with section 24(1) of the MFMA No. 56 of 2003	Final Budget book approved by Council 31 st May
		Conduct budget consultative meetings with different stakeholder in accordance with section 23(1)(a-b) of the MFMA No. 56 of 2003	Number of budget consultative meetings with stakeholders (Traditional leaders, Business people, community, etc) held.

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): MUNICIPAL FINANCIAL VIABILITY		
	Priority Need: Financial Accountability & Clean Audit		
	Financial Services		
	Objective	Strategies	Indicators
SOBNMFV 3	To ensure the safeguarding and proper recording of assets	Ensure that GRAP compliant asset register is compiled and maintained quarterly	Number of regular update of assets register
		Regular updating of loans and investments on the financial system on monthly basis	Number of update on loans and investments
		Receipt of insurance claims as and when they appear	% of insurance claims actually received
		Recording and submission of insurance claims as and when they appear	% of insurance claims properly recorded and submitted timeously
		Educate the municipal employees and councillors on the importance of FAR policies and procedures in terms of movement	Number of financial workshops conducted on FAR policies and procedures
SOBNMFV 4	To ensure compliance to statutory reporting deadlines	Compilation and submission of annual financial statements to council, auditor general and government institutions two months after the end of the financial year	Number of AFS to be submitted to Auditor General by 31 August 2018
		Ensure compliance with VAT Legislation	Number VAT Returns submitted to SARS
		Submission of financial reports to management and other relevant stakeholders by no later 10 working days after the end of each month.	Number of section 71 reports submitted to Mayor and National Treasury
		Submission of financial quarterly reports to Council and other relevant stakeholders by no later 30 working days after the end of each quarter	Number of quarterly reports (section 52d, 66 and 11(4)(a) submitted to Council and National Treasury

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): MUNICIPAL FINANCIAL VIABILITY		
	Priority Need: Financial Accountability & Clean Audit		
	Financial Services		
	Objective	Strategies	Indicators
SOBNMFV 5	To improve budgetary processes and controls	Compilation of the creditors age analysis by continually requesting statements from suppliers	Number of monthly reports on preparation monthly creditors reconciliations to the Accounting Officer
		Compilation and submission of quarterly reports to Council and other stakeholders in accordance with section 32 of the MFMA No.56 of 2003	Number of quarterly reports on compliance with Supply Chain Management Policy to Council
		Compilation and consolidation of procurement plans as guided by National treasury	Number of consolidations of the Procurement Plans
SOBNMFV 6	To develop Revenue enhancement strategy	Develop the Revenue Enhancement Strategy documents	Number of Revenue enhancement Strategy documents developed
SOBNMFV 7	To acquire and implement mSCOA system	Acquire mSCOA compliant Financial systems	Number of mSCOA compliant Financial systems acquired
SOBNMFV 8	To ensure Standardized system of controls	Develop operating procedure manuals	Number of operating procedure manuals developed
SOBNMFV 9	To enhance relations with stakeholders	Conduct regular meetings with stakeholders	Number of regular meetings held with stakeholders
SOBNMFV 10	To attend to all issues of litigations	Attend to all litigations received	% of all litigation received and attended to within 30 days
SOBNMFV 11	To minimise financial losses due to water distribution losses	Reduce financial water losses due to water distribution losses	% reduction in water distribution losses
SOBNMFV 12	To minimise financial losses due to electricity distribution losses	Reduce electricity distribution losses	% reduction in electricity distribution losses
SOBNMFV 13	To introduce flat rate to non-billable services	Identify all none billable non indigent residents	Number of non-billable non indigent residents
SOBNMFV 14	To ensure that tariff structure is aligned to Eskom	Align tariff structures to Eskom tariffs structure	Number of tariff structures aligned to Eskom tariffs structure

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): MUNICIPAL FINANCIAL VIABILITY		
	Priority Need: Financial Accountability & Clean Audit		
	Financial Services		
	Objective	Strategies	Indicators
SOBNMFV 15	To achieve an improved audit opinion	Achieve by improving audit opinion	Work for Qualified Audit opinion
SOBNMFV 16	Public Safety, Transport and Security		
	To optimise income	Install speed traps	Amount of traffic fines to be collected
		Conduct accredited training for fire fighting	Number of students provided with accredited fire fighting training

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): MUNICIPAL TRANSFORMATION AND INSTITUTIONAL ARRANGEMENT		
	Priority Need: Accountability & Clean Audit		
	Municipal Manager		
	Objective	Strategies	Indicators
SOBNMTIAM 1	To ensure effective Administrative management and coordination of strategic issues by all managers	Submission of quarterly reports to Council	Number of quarterly reports submitted to Council
SOBNMTIAM 2	To ensure internal controls through effective internal auditing and accounting practices	Development of the audit plan	Number of audit assignments concluded as part of Internal Audit Work Plan
SOBNMTIAM 3	To monitor risk management process	Compilation of risk management report evaluating and improving the adequacy of risk management	Number of risk management reports compiled to evaluate and improve the adequacy and effectiveness of risk management, control and governance processes
		Attendance of oversight committee meeting	Number of oversight committee meetings attended to monitor activities and status reports of such committees
SOBNMTIA 4	To review the means of safeguarding assets and as appropriate verify the existence of such assets.	Verification of policies relating to management of assets	Number of policies relating to management of assets verified
		Verification of processes conducted on assets register	Number of verification processes conducted on assets register
SOBNMTIA 5	To comply with SANS requirements with regard to response time	Conduct fire safety inspections on buildings	Number of fire inspections conducted
		Installation of radio communication	% on progress of installation of the radio communication

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): GOOD GOVERNANCE & PUBLIC PARTICIPATION		
	Priority Need: Good Governance & Public Participation		
	Objective	Strategies	Indicators
SOBNGGPPI 1	To ensure proper coordination and management of IDP and performance review	Reviewing of the IDP within prescribed legislative time frame	100% of reviewed and completed IDP within prescribed legislative time frames
		Develop performance agreements within prescribed legislative time frame	Number of signed performance agreements within prescribed legislative time frames.
		Development of SDBIPs and implementation thereof	100% development of departmental SDBIP for implementation within prescribed legislative time frames (30 June)
SOBNGGPP 2	To encourage communities to participate in the activities of the Municipality	Engage community (all 35 wards) and other stakeholders during IDP review	Number of wards inclusive of stakeholders participated in IDP review
SOBNGGPP 3	To ensure effective Administrative management and coordination of strategic issues by all managers	Compilation of quarterly performance reports for submission to Council	Compliance reports developed and submitted to Council
SOBNGGPP 4	To ensure the compilation of the budget in terms of the budget process (MFMA)	Engage community (all 35 wards) and other stakeholders during Budget review	Number of wards inclusive of stakeholders participated in the budget review (Rep Forum, Local stakeholders forum, etc)
SOBNGGIA 5	To ensure the reliability and integrity of financial and operating information	Compile Internal audit reports	Number of internal audit reports issued
SOBNGGIA 6	To monitor compliance with policies, plans, procedures, laws and regulations	Compile Internal audit reports	Number of internal audit reports issued
SOBNGGIA 7	To ensure that the Municipality's functions are conducted efficiently, effectively and economically	Compile Internal audit reports	Number of internal audit reports issued
SOBNGGIA 8	To ensure internal controls through effective internal auditing and accounting practices	Conduct effective auditing and accounting practices	Annual internal audit plan

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): GOOD GOVERNANCE & PUBLIC PARTICIPATION		
	Priority Need: Good Governance & Public Participation		
	Risk Management		
	Objective	Strategies	Indicators
SOBNGGR 9	To ensure that risks are identified and communicated throughout the municipality	Submit Risk Management reports to Risk Management Committee	Number of risk management reports to Risk Management Committee
		Coordinate risk management action plans from departments	Number of risk management action plans from departments
		Perform risk assessments	Number of risk assessments performed
		Conduct risk re-assessments	Number of risk re-assessments conducted
		Conduct risk management training	Number of risk management trainings conducted
		Conduct Fraud awareness campaign	Number of Fraud awareness campaigns conducted
		Hold Risk Management Committee (RMC) meetings	Number of RMC meetings held
SOBNGGICT 10	Information Technology		
	To improve ICT governance	Review ICT policies and procedures	Number of ICT policies developed
		Enforcement of ICT policies and procedures reducing previous years audit findings responded to	Number of previous years audit findings responded to
SOBNGGICT 11	To implement municipal website as per legislative requirement MFMA	Updating information and publish on website	% legislative compliance of information published on website
		Development of IT infrastructure and systems	% of maintenance on municipal website
		Protecting data during power failures	Number of servers protected during power failures
		Improve business continuity plans	Number of business continuity plans improved

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): GOOD GOVERNANCE & PUBLIC PARTICIPATION		
	Priority Need: Good Governance & Public Participation		
	Communication		
	Objective	Strategies	Indicators
SOBNGGCOM 1	To develop effective and constant communication to encourage information access to communities	Publish internal newsletters	Number of internal newsletters published
		Conduct radio announcements	Number of radio announcements conducted
		Facilitate media interviews	Number of media interviews facilitated
		Facilitate media events	Number of media events facilitated
		Upload website content	Number of website content uploaded
SOBNGGCOM 2	To promote and communicate by creating awareness on municipal project in a coherent manner	Communicate advertisements on Imbizos, National Days of importance, etc	Number of advertisements on Imbizos, National Days of importance, etc communicated
SOBNGGCOM 3	To promote use of corporate identity manual	Review Corporate Identity Manuals	Number of Corporate Identity Manuals reviewed
SOBNGGCOM 4	To develop a framework for effective communication and corrective measures	Develop communication policies	Number of policies developed
		Review Communications strategies	Number of communication strategies reviewed
SOBNGGCOM 5	To promote a relationship with media houses	Undertake visits to media houses	Number of visits to media houses undertaken
SOBNGGCOR 6	To render an effective and efficient record management system to Council	Develop records management policies	Number of record management policies developed
		Sourcing electronic system for record keeping	Number of electronic systems sourced for record keeping
SOBNGGCOR 7	To provide Council, Mayoral Committee and Portfolio Committees with administrative support	Providing support to Council, Mayoral Committee and Portfolio Committees with administrative support	Number of meetings supported

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): INSTITUTIONAL CAPACITY BUILDING AND DEVELOPMENT		
	Priority Need: Capacity Building and Development		
	Corporate Services		
	Objective	Strategies	Indicators
SOBNICBDCR 1	To recruit competent employees in order for the municipality to achieve its IDP objectives	Conduct appointments of competent employees	Number of employees appointed
SOBNICBDCR 2	To capacitate employees with necessary skills	Facilitate employee development and training	Number of employees trained
SOBNICBDCR 3	To maintain sound labour relations	Conducting Local Labour Forum (LLF) meetings	Number of LLF meetings held
SOBNICBDCR 4	To ensure a well-balanced and healthy employee workforce	Development of wellness policies	Number of wellness policies developed
		Organise employee wellness programmes	Number of employee wellness programmes organised
SOBNICBDCR 5	To ensure that legal matters are expeditiously dealt with	Finalising of cases	Number of cases finalised
SOBNICBDCR 6	To ensure contracts are correct and compliant	Develop contracts management policies	Number of contracts management policies developed
		Enter into complaint contracts	Number of complaint contracts entered into
		Submission of contract registers	Number of contract registers submitted
SOBNICBDCR 7	To provide effective and efficient customer care services	Develop customer care policies	Number of customer care policies developed
SOBNICBDCS 8	Community Services		
	To provide pauper and indigent burials	Provide pauper burials	Number of pauper burials provided
		Provide indigent burials	Number of indigent burials provided
		Conduct stakeholders meetings to review pauper and indigent and pauper burial policy	Number of stakeholders meetings to review pauper and indigent and pauper burial policy held

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): INSTITUTIONAL CAPACITY BUILDING AND DEVELOPMENT		
	Priority Need: Capacity Building and Development		
	Corporate Services		
	Objective	Strategies	Indicators
SOBNICBDCS 9	To develop support networks for older persons	Conduct workshops/trainings to develop the Local Older Persons Forum skills	Number of workshops/trainings to develop the Local Older Persons Forum skills held
		Facilitate launching of Older Persons Forums	Number of Older Persons Forums launched
		Develop Older Persons Forum Action plan	Number of Older Persons Forum Action Plan in place
		Provide comprehensive services to Older Persons	Number of Older Persons receiving comprehensive services
		Conduct awareness campaigns on Older Persons	Number of awareness campaigns on Older Persons held
		Develop Older Persons Master Plans	Number of Older Persons Master Plans developed.
SOBNICBDCS10	To reduce substance abuse through the Local Drug Action Committee	Review Local Drug Action Plans	Number of Local Drug Action Plans reviewed
		Launch Local Drug Action Plan	Number of Local Action Plans launched
		Launch LDAC3	Number of LDAC3 launched
		Conduct substance abuse awareness campaigns	Number of substance abuse campaigns held
		Provide comprehensive services to substance abusers	Number of substance abusers receiving comprehensive services
		Develop Drug Abuse Master Plans	Number of drug master plans developed
SOBNICBDCS11	To improve people's life skill	Conduct life skills programmes	Number of life skills programs conducted
SOBNICBDCS12	To contribute towards the improvement of education	Provide learning material – study related to non-fiction	Number of learning material – study related to non-fiction issued
		Conduct educational programs	Number of educational programs conducted

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): INSTITUTIONAL CAPACITY BUILDING AND DEVELOPMENT		
	Priority Need: Capacity Building and Development		
	Corporate Services		
	Objective	Strategies	Indicators
SOBNICBDCS13	To improve access to libraries and functioning of libraries	Conduct Outreach programmes to schools, ECD Centres, Children's and Old Age homes	Number of Outreach programmes to schools, ECD Centres, Children's and Old Age homes conducted
		Conduct user education to new members	Number of education conducted to new members
		Registering new members as library members	Number of people registering as new members
		Conduct Children's programmes (readiness, festival, spelling bee, games, DVDs, toys and story tours)	Number of Children's programmes (readiness, festival, spelling bee, games, DVDs, toys and story tours) conducted
		Conduct youth programmes (poetry, public speaking sessions, etc)	Number of youth programmes (poetry, public speaking sessions, etc) conducted
		Undertaking in-house users/visitors	Number of in-house users/visitors attended to
		Organising Library Advisory Committee meetings	Number of Library Advisory Committee meetings held
		Develop Library Master plans	Number of Library Master plans developed
SOBNICBDCS14	To ensure that community have access to relevant information	Request consignment lists of library material	Number of consignment lists of library material
		Received books	Number of books received
		Conduct online user satisfactory surveys	Number user satisfactory surveys conducted
		Special request by users for unavailable library material	Number special request by users for unavailable library material received
		Provide special computer services for Blind Services	Number of special computer services for Blind Services provided
		Receiving newspapers and periodicals	Number of newspapers and periodicals received
		Conduct stocktaking of Library stock	Number of library stocking conducted

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): INSTITUTIONAL CAPACITY BUILDING AND DEVELOPMENT		
	Priority Need: Capacity Building and Development		
	Corporate Services		
	Objective	Strategies	Indicators
SOBNICBDCS15	To raise awareness on the rights of women, children and people living with disabilities	Holding information sessions with regard to women, children and people living with disabilities	Number of information sessions with regard to women, children and people living with disabilities held
		Holding national awareness days with women, children and people living with disabilities	Number of national awareness days with women, children and people living with disabilities
		Facilitating attendance of organisations of women, children and people living with disabilities to IDP review meetings	Number of organisations of women, children and people living with disabilities to IDP review meetings who attended
		Conducting know your IDP campaign workshops	Number of your know your IDP campaign workshops conducted
SOBNICBDCS16		Formulate policies with regard to children, women and people with disabilities	Number of formulated and reviewed policies with regard to children, women and people with disabilities
		Formulate plans with regard to children, women and people with disabilities	Number of formulated and reviewed plans with regard to children, women and people with disabilities
		Conduct programmes for children, women and people with disabilities	Number of programmes for children, women and people with disabilities conducted
	Parks, Sports & Culture		
SOBNICBPA17	To upgrade parks	Upgrading of parks for recreational use	Number of parks enhanced for recreational use
SOBNICBPA18	To maintain parks	Maintenance of parks	Number of parks maintained
SOBNICBPA19	To facilitate the provision of playing equipment to the community	Facilitate provision of playing equipment	<i>Number of playing equipment to be acquired for different Recreational areas</i>
SOBNICBPA20	To beautify and enhance urban areas and main roads of the municipality	Planting of trees	Number of trees planted
		Upgrading of landscape areas	Number of landscape areas upgraded

Strategic Objective No.	KEY PERFORMANCE AREA (KPA): INSTITUTIONAL CAPACITY BUILDING AND DEVELOPMENT		
	Priority Need: Capacity Building and Development		
	Parks, Arts & Culture		
	Objective	Strategies	Indicators
SOBNICBPA21	To introduce new sporting codes	Conducting tournaments and competitions	<i>Number of tournaments and competitions facilitated and organized</i>
SOBNICBPA22	To maintain sports and recreational facilities.	Maintenance of sports and recreational facilities	Number of sports and recreational facilities maintained
SOBNICBPA23	To promote and develop sound arts cultural activities and festivals to the community	Facilitate sound cultural activities and festivals	Number of arts and cultural activities and festivals organized

SECTION H

H. SECTOR PLANS

H.1. STATUS OF THE SECTOR PLAN

Sector Plan	Available / Not available	Status	Responsible Department
Spatial Development Framework (SDF)	Available	To be reviewed	Department of HSSDP and TL
Integrated Housing Chapters	Available	To be reviewed	Department of HSSDP and TL
Comprehensive Infrastructure Plan (CIP)	Available	To be reviewed	Department of Infrastructure and Electricity Services
WSDP	Available	To be reviewed	Department of Infrastructure and Electricity Services
Water Conservation Demand and Management Strategy	Not available	To be developed	Department of Infrastructure and Electricity Services
Electricity Master Plan	Available	To be reviewed	Department of Infrastructure and Electricity Services
Assets Management Policy	Available	To be reviewed	Financial Services
Property Rates Policy	Available	To be reviewed	Financial Services
SCM Policy	Available	To be reviewed	Financial Services
Tariff Policy	Available	To be reviewed	Financial Services
Virement Policy	Available	To be reviewed	Financial Services
Indigent Policy	Available	Reviewed	Financial Services
Code of conduct for SCM	Not available	To be developed	Financial Services
Investment and Cash management Policy	Available	To be reviewed	Financial Services
Credit control and debt policy	Available	To be reviewed	Financial Services
Travel and Subsistence Policy	Available	To be reviewed	Financial Services
Audit and performance committee charter	Available	Updated	Executive Services
Internal Audit Charter	Available	Updated	Executive Services
Fraud Prevention Plan	Available	Updated	Executive Services
Risk management policy	Available	Updated	Executive Services
Communication policy and strategy	Available	Updated	Executive Services
ICT Security policy	Available	To be reviewed	Executive Services
Back-up policy	Available	Updated	Executive Services
Physical Access to server room policy	Available	Updated	Executive Services

Performance Management Policy	Available	Updated	IDP & PMS
Performance Management Framework	Available	Updated	IDP & PMS
LED Strategy	Available	Reviewed	Department LED, SMMEs, Tourism & Agriculture
Strategic Tourism Plan	Available	To be reviewed	Department LED, SMMEs, Tourism & Agriculture
Strategic Environmental Management Plan (SEMP)	Available	To be reviewed	Department LED, SMMEs, Tourism & Agriculture
Integrated Waste Management Plan (IWMP)	Available	To be reviewed	Department LED, SMMEs, Tourism & Agriculture
Work Skills plan	Available	Updated	Corporate Services
HR Manual	Available	To be reviewed	Corporate Services
Employment Equity Plan	Not available	To be developed	Corporate Services
Integrated HIV/AIDS Plan	Available	Reviewed	Corporate Services
Disaster Management Plan	Available	Reviewed	Public Safety, Transport & Security
Disaster contingency Plan	Not available	To be developed	Public Safety, Transport & Security
Local Integrated Transport Plan	Not available	To be developed	Public Safety, Transport & Security
Public Participation Strategy	Available	To be reviewed	Speaker
Public Participation Policy	Available	Reviewed	Speaker
Standard Operating Procedures	Not available	To be developed	All departments

H.2 Budget related municipal policies

The following policies have been used as a basis for the preparation of the annual budget.

a. **Tariff policy**

The Municipal System Act (section 74) requires Council to adopt a Tariff Policy. The general financial management functions as stated in section 62(1) (f) of the MFMA also states that the municipality must have and implement the policy, when determining this policy specific legislation applicable to each service has been taken into consideration.

b. **Credit control policy**

This policy has been formulated in terms of section 96(b) and 98 of the Local Government: Municipal Systems Act, 2000.

c. **Rates policy**

This policy is formulated in terms of section 3 of the Municipal Property Rates Policy Act, 2004 (Act 6 of 2004) (MPRA)

d. Supply chain management & subsistence and travelling policy

Section 111 of the MFMA requires each Municipality and municipal entity to adopt and implement a supply chain management policy, which gives effect to the requirements of the Act. This policy is under review

e. Indigent policy

The objective of this policy is to assist households which are not able to service their municipal accounts as and when they are due and payable, as result of local economic, social and environmental challenges other than through negligence or unwillingness to pay.

f. Budget & reporting policy

The budget policy aims to develop, maintain processes required in developing a municipality budget and detailing the responsibilities of all stakeholders inclusive of the accounting officer, the council, the public through public participation programmes.

g. Cash and investment policy

The investment Policy deals with the management of the municipality's surplus cash resources and the investment thereof.

h. Impairment of debtors and write off policy

The policy aims to ensure that debtors are disclosed in the annual financial statements at the amounts deemed to be collectable and uncollectable debt is written off within the guidelines of existing policies and applicable legislation

i. Virement policy

This policy applies only to transfers between line items within votes of the Municipality's operating budget

j. Assets policy

This policy focuses on amongst others, effective and efficient control, utilization, safeguarding and management of a municipality's property, plant and equipment.

H.3 SPATIAL DEVELOPMENT FRAMEWORK

The Maluti-A-Phofung Spatial Development Framework 2013 forms an integral part of the Maluti-A-Phofung integrated development planning process. The dynamic nature of the Maluti-A-Phofung environment within Maluti-A-Phofung requires the continuous revision and refinement thereof. Maluti-A-Phofung Spatial Development Framework 2013 reviews the Maluti-A-Phofung SDF 2010. The aim of the Spatial Development Framework is to give direction to development and take into account the need for and compatibility of the main land uses. The purpose of the Spatial Development Framework as a land use management tool is to plan, direct and control development but it does not provide land use rights. The Spatial Development Framework forms part of the existing land use management process of the municipality and provides the necessary guidance of land uses at local level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors' confidence and security.

Spatial Development Objectives

Objectives reflecting the outcomes of the analysis and issues determined by the priority spatial issues are identified. Objectives will indicate the desired long term result related to a specific aspect of the vision. Where appropriate, objectives should be measurable and expressed as key performance indicators that will inform the implementation of the monitoring and evaluation framework. 1.3.6.2 Strategic Interventions The development priorities providing focus to strategic development interventions support the crucial components that underlie sustainable development, i.e. need for basic infrastructure and development for the poor, economic growth and development, environmental conservation and improved livelihoods.. Development priorities will guide specific decisions regarding the spatial development and arrangement of land uses, within and between settlements to guide investment and development spending in the municipal area.

Strategic interventions hinging on managing future growth and associated change in a way that protects natural resources, biodiversity and lifestyle values, require a highly sustainable pattern of development, based on efficient utilisation of land and infrastructure and tighter controls over ad-hoc and dispersed forms of development. The ultimate success in managing growth in the area depends upon the ability to adopt the best possible urban development practices and most suitable governance arrangements. Strategic interventions for areas of intervention (focus areas) will also be formulated.

In terms of Maluti-A-Phofung Spatial Development Framework, it is cited that SDF needs to give effect to the developmental role of the state by:

- Supporting the vision of the PGDS to provide economic growth and development, especially where it addresses job-creation and poverty reduction, in an environmentally sustainable manner within a spatial context and incorporating the principles of good governance

Providing spatial development strategies in support of development strategies, including the National Growth Path, the National Development Plan, Free State Vision 2030, the FPGDS and the

- Provincial Growth Path and Free State Spatial Development Framework, attending to priority intervention areas
- Emphasising provincial economic growth priorities such as targeted growth areas, priority sectors and corridors, the creation of jobs and the eradication of poverty
- Providing a system of accessible and interactive economic nodes supported by vibrant rural areas accommodating and catalysing growth and development
- Promoting high-level spatial interactions and linkages both within the province and between the municipality and its neighbours, including corridor development and national and provincial infrastructure development plans
- Promoting the pristine natural and cultural resources and mitigating the negative impacts of economic and human activities
- Providing land for low income and affordable housing to support the delivery of housing units on land accessible to work and services and
- Providing affordable and efficient public transportation

H.4 INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT (PMS)

The primary result/outcome the Municipality desires to achieve by implementing a Performance Management System (PMS) is to progressively meet local communities' social, economic and material needs and to improve the quality of their lives in a sustainable, effective and efficient manner. Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the municipality has developed and implemented a performance system of which system is constantly refined as the integrated planning process unfolds. PMS seeks to foster a culture of performance; increase accountability; encourage learning and facilitates improvement; provide early warning of under achievement and facilitate decision-making. The Municipality's performance management approach is a part of a broader system of strategic management. This strategic management system must ensure that the Municipality is directed through the integration of planning, budgeting and performance management processes.

The municipality targets, monitors, assess and reviews organisational performance which in turn is directly linked to individual employee's performance. At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budget, implementation and reporting stages.

The performance of the Municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The Municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

Service Delivery and Budget Implementation Plans (SDBIPs): Internal Departments

The SDBIP gives effect to the Integrated Development Plan and Budget of the municipality. It is the expression of the objectives of the MAP municipality with the expected outcomes which will be implemented by the administration (Directorates) within MAP municipality. It includes the service delivery targets and performance indicators for each quarter, which should be linked to the performance agreements of senior management. It facilitates oversight of financial and non-financial performance of the Municipality and allows the Municipal Manager to monitor the performance of the Directors, The Executive Mayor/ Council to monitor the performance of the Municipal Manager, and the community to monitor the performance of the Municipality.

The Service Delivery Budget Implementation Plan (SDBIP) will be approved the Executive Mayor after the approval of the annual budget.

In terms of section 53(1) © (ii) of the MFMA, the Service Delivery and Budget Implementation Plan (SDBIP) is expected to be approved by the mayor within 28 days after the approval of the budget and in addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval

The SDBIP must contain the following:

- Measurable objectives,
- Monthly Projections
- Service delivery strategies,
- Key outputs,
- Performance/service delivery indicators, and
- Performance/service delivery targets.

These plans will be used as justification for the allocation of funds, whether it is of a capital or an operational nature. It is important that Portfolio Committee members are involved in the compilation of these operational plans to ensure that they address political aspirations.

Detail SDBIPs will be submitted to Council after the final Budget MTREF approval.

H.5 INTEGRATED HIV/AIDS

The Maluti-A-Phofung HIV/AIDS strategic plan focuses its intervention on three key areas. The first key area is Education and Awareness which seeks to improve awareness, change behaviour, and promote culture of acceptance, openness and reduction in the infection rate. Secondly, Treatment, Care and Support seeks to ensure that People Living with HIV/AIDS have access to proper treatment, care and support through a continuum of care provided through public and private sector health care and community involvement. Lastly Care for Orphans and Vulnerable Children that seeks to ensure that orphans and other vulnerable children receive adequate care and support. In order to achieve the above the strategy proposes the establishment of three task teams responsible for driving the work in each of the focus areas. The task teams comprise of Councillors, Municipal Officials, government departments and Civil Society Organizations that work on the three focus areas.

The municipality is having the unit responsible for special programmes: HIV/AIDS, Gender, Women, Children and People leaving with Disabilities. People leaving with disabilities are also employees of the municipalities in customer care unit and the unit coordinating for participation of people leaving with disabilities.

H.6 INTEGRATED HOUSING CHAPTERS

Section 9 (1) of the National Housing Act, Act 107 of 1997, categorically states that every municipality must be as part of the municipality's process of integrated development planning recognise the housing needs and satisfy its residents.

One of the objectives of this Housing Chapters is to provide a critical link between integrated development planning and the practical reality of delivering housing projects.

H.7 INTEGRATED LOCAL ECONOMIC DEVELOPMENT (LED) PROGRAMME

The aim of Local Economic Development (LED) is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents. It is important to realise that LED is about building up the investment competitiveness and as such, economic development actions and incentives need to be conceived in a proactive manner which creates and directs change as opposed to waiting for changes to become inevitable and only adapting to them or waiting for some action at the national level to spur the overall economic development.

Local Economic Development (LED) is an on-going process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development.

H.8 DISASTER MANAGEMENT PLAN

The purpose of the Maluti-A-Phofung LM Disaster Risk Management Plan (DRMP) is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the Maluti-A-Phofung LM. It further provides the broad framework within which the departments will implement the disaster risk management planning requirements of the Act and other entities included in the organisational structure of the Maluti-A-Phofung LM. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area. It aims to facilitate an integrated and coordinated approach to disaster risk management in its area of jurisdiction.

The municipal plan is identifying all disaster risks within and has the mitigation strategies thereof. The municipality have the stakeholder forum: Disaster Management Advisory Forum and hold meetings with the District municipality as part of the Provincial Fire Services Advisory Committee.

In terms of the National Veld and Forest Fire Act (Act No. 101 of 1998) as amended, Maluti-a-Phofung is forming part of Fire Protection Association (FPAs) and in addition to Section 6 (3) of the Act the Chief Fire Officer is the Fire protection Officer.

Climate change

The effect of climate change affect the municipality as the sudden climate changing of cold and heat in opposite seasons of the year like snow falling in earlier than the expected winter season.

Drought

The municipality also experienced water crises from 2015 to date. Agriculture sector was not so highly affected as plants and fodder for cattle was available. The low water levels in the dams was a serious problem for supplying of water to community. The solution was delivering of water by Jojo tankers to people.

H.9 WATER SERVICES DEVELOPMENT PLANS

In terms of the Water Services Act (Act 108 of 1997) all Municipalities need to prepare a Water Services Development Plan (WSDP). Maluti-A-Phofung had to adhere to this legislative mandate. The Municipality took up this responsibility as championed by the Maluti Water. The Municipality ensured that the WSDP process aligned with the IDP process. This ensured that all the issues, objectives and projects, developed during the IDP process, formed part of the WSDP. It also resulted in the WSDP process providing much needed input in the IDP process and vice versa.

The WSDP is completed and is available at the offices of Maluti Water. Maluti Water is a municipality entity which strives to ensure that drinking water and waste water meet the required quality standards all the time.

In two consecutive years Maluti-A-Phofung has been nominated one of the best municipalities in so far as the Blue and Green drop Awards were concerned.

H.10 COMMUNICATION STRATEGY

Communication is a strategic and planned process aimed at supporting the implementation of the policy and programmes designed by the government (whether national, provincial or local) to better the lives of community. As the municipality is the sphere of government closest to communities, particular onus is placed on municipality in fulfilling a wide range of communication functions across the spectrum of communication such as media liaison, marketing, advertising and branding, direct and intensive unmediated communication, stakeholder management, public relations and events management.

In terms of the Constitution of the Republic of South Africa, Municipal Systems Act and the promotion of access to Information Act, the municipality have an obligation to provide the public with an open access to information about policies, programmes, services and initiatives. Information for public use must be disseminated by and readily available in the municipalities at all times.

For the municipality to meet the information needs of all its citizens it must consider the constitutional right of people to have access to information, create integrated communication system, have trained and knowledgeable staff providing information to people, ensure services is timely, courteous, fair, efficient and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public. The municipality is to ensure that published information is available on request in multiple formats to also accommodate special groups.

SECTION I

I. DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

1.1 ROADS, STORM WATER AND PUBLIC TRANSPORT

NO	MAP SO	FSGDS	MTSF	NDP
I.1.1	To accelerate the delivery of infrastructure services	Develop and maintain efficient roads, rail and public transport network	Improve and preserve national, provincial and local road infrastructure.	Consolidate and expand transport and logistics infrastructure
I.1.2	To improve electricity distribution within the municipal area	Improve rural public transport services to enhance access to services.	Strengthen road traffic management	Renewal of commuter rail fleet supported by links with road- based services.
I.1.3	To ensure quality infrastructural Development.	Maintain and upgrade basic infrastructure at local level.	Improve transport infrastructure and public transport in rural areas.	Create tenure security for communal farmers and Better quality public transport

I.1.1.a ALIGNED PROJECTS AND PROGRAMMES WITH NATIONAL, PROVINCIAL MANDATES

Project Description	Town	Ward No.	Project Value	MIG Value	Total Planned Expenditure for 2018/2019	Total Planned Expenditure for 2019/2020	Total Planned Expenditure for 2020/2021
Bluegumbosch: New indoor Sport and Recreational Facility (MIS:245891)	Bluegumbosch	34	42 127 939.00	42 127 939.00	4 224 393.68	1 498 518.97	
Intabazwe: Upgrading of recreational and sports facilities at Intabazwe Stadium (MIS:264315)	Intabazwe	22	58 477 702.00	58 477 702.00	11 763 990.21	5 000 000.00	2 026 334.33
Wilge: Upgrading of the Wilge Waste Water Treatment Works - Phase 1 (MIS:268482)	Wigepark Harrismith	6	90 792 000.00	90 792 000.00	1 836 596.74	-	
Maluti-a-Phofung: 153 High mast lights in 4 towns			32 381 897.00	32 381 897.00	798 088.96	-	
Intabazwe: Paving of 6km roads - Phase 2	Intabazwe	5	20 000 000.00	20 000 000.00	3 419 583.72		
Tshiamo B: Paving of 6km roads - Phase 2B	Tshiamo B	1	29 890 800.00	29 890 800.00	558 066.27	-	
Phuthaditjhaba: Provision of water services for network extensions and 2940 erf connections (Qwaqwa Rural) Phase 3B	Mangaung & Naledi	12 & 17	28 586 101.90	24 960 507.00	731 900.52	-	
Phuthaditjhaba: Provision of water services for network extensions and 3907 erf connections (Qwaqwa Rural) Phase 3C	Bolata Phahameng	12 & 35	38 666 424.00	38 022 789.00	5 361 000.25	257 964.23	
Intabazwe/Harrismith: New Commuter infrastructure facility (MIS:264316)	Intabazwe	22	23 336 840.00	23 336 840.00	3 101 164.37	1 166 842.00	
Phuthaditjhaba/Qwaqwa: New taxi facility - phase 1 (MIS:226018)	Phuthaditjhaba	7	47 401 200.00	47 401 200.00	13 571 108.03	5 023 981.23	2 374 802.46
Harrismith/Intabazwe-Ext3: Construction of sewer outfall line and rising main (MIS:236415)	Intabazwe	5	6 171 627.00	6 171 627.00	5 313 045.65	398 249.35	

Project Description	Town	Ward No.	Project Value	MIG Value	Total Planned Expenditure for 2018/2019	Total Planned Expenditure for 2019/2020	Total Planned Expenditure for 2020/2021
Namahadi: Construction of 5km paved roads and storm water phase 2 (MIS:240386)	Namahadi	18	31 200 000.00	31 200 000.00	13 613 772.91	3 100 168.71	1 519 977.95
Tshiame: Construction of 4.5km paved roads and storm water drainage phase 3 (MIS:240998)	Tshiame B	1	29 250 000.00	29 250 000.00	14 003 731.02	9 177 641.90	915 237.10
Kestell/Tholong: Construction of a new taxi facility (MIS:255150)	Kestell	3	24 897 600.00	24 897 600.00	15 949 916.26	5 528 133.93	1 082 478.27
Harrismith/Tshiame B: Construction of a new taxi facility (MIS:255146)	Tshiame B	1	28 454 400.00	28 454 400.00	12 909 581.46	5 724 836.12	1 237 130.43
Thabong: Construction of sewer reticulation network to 1209 stands (MIS:264287)	Lusaka	30 & 24	28 672 814.00	28 672 814.00	12 562 888.88	2 551 378.38	1 246 608.70
Bluegumbosch: Construction of sewer reticulation network to 2367 stands - phase 1 (MIS:264308)	Bluegumbosch	34 & 32	21 478 866.00	21 478 866.00	12 440 178.79	933 826.08	
Khotsong: Construction of sewer reticulation network to 510 stands (MIS:264119)	Lusaka	24	6 425 319.00	6 425 319.00	2 006 032.49	361 265.95	
Wilge: Construction of the Wilge waste water treatment works - phase 2 (MIS:268506)	Wilgepark	6	121 790 000.00	121 790 000.00	-	-	
Intabazwe/Harrismith: Rectification of water supply pipeline (MIS:278789)	Harrismith	6	3 988 494.08	3 550 000.00	3 391 686.00	158 314.00	
Phuthaditjhaba: Upgrading of Town Hall (MIS:269245)	Phuthaditjhaba	29	31 635 000.00	31 635 000.00	-	-	10 450 000.00
Phuthaditjhaba: Upgrading of 1km paved road Motebang – phase 1 (MIS:276324)	Phuthaditjhaba	27	26 000 000.00	26 000 000.00	-		11 300 000.00
Maluti-a-Phofung: High mast lights in 4 towns (Phase 2)	MAP – To be identified		13 000 000.00	13 000 000.00	-		11 498 000.00
Intabazwe Ext. 3: Construction of Internal Water Reticulation with Water Meters	Intabazwe	5	38 846 845.38	38 846 845.38	1 950 782.09	19 250 000.00	17 646 063.29
Intabazwe Ext. 3: Construction of Waterborne Sewer Network	Intabazwe	5	28 634 097.00	28 634 097.00	1 507 492.52	14 725 000.00	12 401 604.48

Project Description	Town	Ward No.	Project Value	MIG Value	Total Planned Expenditure for 2018/2019	Total Planned Expenditure for 2019/2020	Total Planned Expenditure for 2020/2021
HaRankopane: Construction of Sewer Network	Ha Rankopane	28	25 513 002.59	22 961 701.00	3 855 909.28	8 207 791.65	10 898 000.07
Wilge: Construction of a 4 Ml Reservoir	Wilgepark	6	15 000 000.00	15 000 000.00	5 317 197.90	4 030 802.10	5 652 000.00
Monontsha: Water Network 500 stands and supply line Phase 1	Monontsha	11	17 000 000.00	17 000 000.00	1 166 842.00	5 983 158.00	9 850 000.00
VIP Toilets Project Phase 12A	MAP – To be identified		36 000 000.00	36 000 000.00	-	12 000 000.00	10 745 693.97
Matebeleng 3ML Reservoir	Matebeleng		13 000 000.00	13 000 000.00	-	9 000 000.00	4 000 000.00
Hlatseng: Water Network 200 stands and supply line	Monontsha	11	6 200 000.00	6 200 000.00	-	5 930 000.00	270 000.00
Mphatlalatsane: Water Network 500 stands and supply line Phase 1	Mphatlalatsane	2	17 000 000.00	17 000 000.00	-	4 851 999.33	9 472 335.67
Refurbishment of Sewer Pump Stations			25 000 000.00	25 000 000.00	-	10 618 445.83	9 691 520.88
Chris Hani Park: Water Reticulation 500 Stands	Chris Hani Park		17 000 000.00	17 000 000.00	-	9 350 000.00	7 650 000.00
Thaba Bosiu Water Pipeline	Thaba Bosiu	19	26 000 000.00	26 000 000.00	-	8 996 532.24	7 457 773.79
Refurbishment of Charles Mopedi Stadium	Mangaung	17	11 000 000.00	11 000 000.00	-	800 000.00	4 000 000.00
Upgrading of water pump stations			25 000 000.00	25 000 000.00	-		
Construction 4Ml Reservoir in Qholaqwe	Qholaqwe	24	15 000 000.00	15 000 000.00	-		
Total			1 128 785 018.95	1 121 525 993.38			

PROJECTS FROM OWN FUNDS	TOWN	WARD NO	PROPOSED BUDGET 2018/19	PROPOSED BUDGET 2019/20
Rectification of water network in Makgolokoeng	Makgolokoeng	1	-	-
Massification Projects	Phuthaditjhaba	27	-	-
Maluti Contractor Development		25	-	-
Makgolokoeng: sewer network		All wards	-	-
Turfontein / Makeneng Road phase 2	Turfontein	16		
Construction of Bridge (SANRAL)	Harrismith	22		-
Re allocation of water pipe in Water and Vowe Streets	Harrismith	22	6 000 000	-
Re-gravelling of access roads	Bolata	14	3 000 000	
Maqhekung Infrastructure	Tebang	14	3 000 000	
MAP Transformers		14	-	-
TOTAL PROJECTS FROM OWN FUNDS			115 000 000	86 000 000

PROJECTS FROM DWS & DTI			PROPOSED BUDGET 2018/19	PROPOSED BUDGET 2019/20
Kestell bulk pipeline	Kestell	3	35 000 000	3,5000000
Upgrading of Kestell Treatment Phase 2	Kestell	3		
Installation of Zonal Meter in MAP				
Upgrading of Dr Limpho Letshela Water treatment plant	Tshiame / Sterkfontein Dam	6		
Upgrading of Tshiame sewer treatment plant	Tshiame	1		

I.1.2 ELECTRICITY PROVISION

NO	MAP SO	FSGDS	MTSF	NDP
I.1.2.1	To ensure the <u>proper and safe</u> utilisation of electricity by communities. Wards Identified Need(s):	Providing new basic infrastructure at local level.	Increase the electricity generation reserve margin from 1% currently to 19% in 2019 Review bulk electrical infrastructure	Ring- fence electricity redistribution
I.1.2.2	To manage the restructuring of electricity distribution effectively	Dedicate funding for maintenance of current infrastructure. Develop electricity master plans for municipalities.	Commission renewable energy sources. Improve government support for combating illegal use of electricity	Increase production of electricity through renewable sources.

PROJECTS FROM DOE SOURCES OF FUNDING	TOWN	WARD NO	PROPOSED BUDGET 2018/19	PROPOSED BUDGET 2019/20
Electrification of Kgabisi	Kgabise	32		15 000 000
Upgrading of E-Ross Substation	Mangaung	17	24 000 000	20 000 000
Tshame D electrification	Tshame D	1	5 000 000	
TOTAL PROJECTS FROM OTHER SOURCES OF FUNDING			29 000 000	35 000 000

I.1.3 IMPROVE WATER DISTRIBUTION AND SANITATION NETWORK

NO	MAP SO	FSGDS	MTSF	NDP
I.1.3.1	To provide a basic level of sanitation to all the residents of MAP	Develop water, sanitation and electricity master plan for municipalities	Establish national water resource infrastructure agency	Create regional water and waste water utilities.
I.1.3.2	To account and manage water distribution	Establish partnerships with municipalities for service delivery	Develop a comprehensive investment programme for water resource development	Ensure that all people have access to clean; potable water recognising the trade- offs in the use of water

NO	MAP SO	FSGDS	MTSF	.NDP
I.1.3.3	To ensure that residents have access to portable Water To ensure that residents have access to portable Water	Ensure compliance with Blue Drop standard	Review of water and sanitation norms and standards	Develop a comprehensive strategy as investment programme
I.1.3.4	Wards Identified Need(s)	<p>Dedicate funding for maintenance of current infrastructure.</p> <p>Provide and upgrade Bulk services.</p> <p>Implement alternative sanitation, water and electricity infrastructure</p>	<p>Provide access to piped water in rural areas</p> <p>Provide access to sanitation services in rural areas.</p> <p>Implement strategies for water conservation and demand management</p>	Staff at all levels has the authority, experience, competence and support they need to do their jobs

I.2 HUMAN SETTLEMENTS

NO	MAP SO	FSGDS	MTSF	.NDP
I.2.1	To implement the Spatial planning and Land Use Management Act	Identify and acquire land parcels for integrated settlements	Adequate housing and improved quality living environments, with approximately 1.4 million more households living in new or improved housing conditions by 2019	Reform current planning system for improved coordination
I.2.2	To promote and implement urban renewal programme	Ensure law enforcement in the planning and property development	A functional and equitable residential property market with a target of 110 000 new housing units delivered in the affordable gap market by 2019	Introduce spatial development framework and norms

NO	MAP SO	FSGDS	MTSF	.NDP
I.2.3	To maintain forward planning	Improve basic town planning	Informal settlement upgrading will be expanded to cover 750 000 household, ensuring basic services and infrastructure in some 2 200 informal settlement	Upgrade all informal settlement on suitable well located land by 2030
I.2.4	To promote and implement urban renewal programme. To maintain forward planning	Release surplus government land for human settlements	Provide Individual subsidies and housing opportunities to beneficiaries	Strong and efficient spatial planning system

I.3 COMMUNITY FACILITIES AND RECREATIONAL CENTRE

NO	MAP SO	FSGDS	MTSF	NDP
I.3.1	To increase access to sport and recreation facilities for all communities	Extend the implementation of anti-rape strategy	Implement crime combating strategies for serious and violent crime	In 2030 people living in South Africa feels safe and have no fear of crime
I.3.2	To introduce new sporting codes	Intensify and roll out victim empowerment programmes to all municipalities	Promote community participation in crime prevention	The National Rural Safety Plan must be implemented
I.3.3	To provide new sports equipment	Promote the full diversity of arts, culture and heritage. Make provision for learning and recreational needs of the province	Promote social cohesion and foster human values	Build a society where opportunity is not determined by race or birth
I.3.4	To maintain sport and recreation facilities. To promote arts and culture in MAP.	Promote effective and efficient sport and recreation development	Provide adequate sport and recreation facilities and ensure that they are maintained	Building integrated towns and sport facilities in communities to ensure sharing of common spaces across race and class.

NO	MAP SO	FSGDS	MTSF	NDP
I.3.5	To upgrade and maintain grounds even and the developed and undeveloped sports facilities	<p>Expand mass participation in sports and recreation programme.</p> <p>Improve and maintain health care infrastructure.</p>	<p>Encourage communities to organise sporting events, league and championships.</p> <p>Establish effective project management teams in Provincial Department</p>	Everyone must have access to equal standard of care, regardless of their income.

I.4. LOCAL ECONOMIC DEVELOPMENT AND ECONOMIC PRIORITIES

NO	MAP SO	FSGDS	MTSF	NDP
I.4.1	To manage negative impacts of development activities	Strengthen agricultural research, knowledge and skills	Create tenure security for people living and working on farms.	Increase investment in new agricultural technologies
I.4.2	To promote compliance to environmental legislation, Policies and by-laws.	Accelerate post settlement support programmes for emerging farmers	Improve transport infrastructure and public transport in rural areas	Broaden ownership of assets to historically advantage groups
I.4.3	<p>To increase awareness, through educating communities about environmental issues, and how to preserve the environment.</p> <p>To control and eradicate alien plants and vegetation</p>	<p>Strengthen rural security of farm communities.</p> <p>Support the life of existing mines and create new mining opportunities.</p> <p>Implement a government support programme for tourism development and growth.</p> <p>Increase and build human capacity for tourism development and service excellence.</p>	<p>Mining Beneficiation Action Plan (MAP) developed implemented and reviewed regularly.</p> <p>National Tourism Strategy implemented and reviewed.</p> <p>Provide support for economic development hubs, nodes and linkages to be developed in historical black townships.</p>	Maintain a positive trade balance for primary and processed products

		Facilitate land reform, redistribution and agricultural reform.	Acquire and allocate strategically located land.	
		Support agrarian transformation.	Develop resource and implement the Value chain interventions.	
		Improve rural development and economic infrastructure	Promote skills development in rural areas with economic development potential	

LED, SMME, ENVIRONMENT AND TOURISM PROJECTS

Project	Location	Project Description	Budget
Maluti Mall	Phuthaditjhaba- opposite Manapo Hospital	Construction of a shopping mall	R450 000 000.00
Phuthaditjhaba Taxi Rank	Phuthaditjhaba- Next to Manapo Hospital	Construction of a taxi rank to accommodate the local taxis	R 66 000 000.00
Intabazwe Taxi Ranks	Intabazwe	Construction of a taxi ranks next to Naledi Hall and Mohlakeng	R 17000 000.00
Special Economic Zone	Tshiame	Site preparation for SEZ activities	R 20 000 000.00
Apple processing plant	Tshiame (SEZ)	Apple plant to process them to juice and perfume	R 240 000 000.00
Agave and Camel Dairy	Tshiame (SEZ)	Agave plant to produce the syrup and Camel dairy products	R 150 000 000.00
Railway	Harrismith/QwaQwa and connection from the railway between Harrismith & Afrikaskop	Feasibility study on railway development from Harrismith to Qwa Qwa for the commuters and goods.	R 20 000 000.00
Yellow Fish Plant	Breeding at Sterkfontein & Tshiame SEZ (plant)	Fish processing plant for exports	R 50 000 000.00
Upgrading the industrial areas Phase 2	Qwa Qwa- Industrial park 1,2 &3	Renovations of Industrial area	R33 000 000.00

Project	Location	Project Description	Budget
Hawkers stalls	Phuthaditjhaba, Harrismith & Kestel	Construction of hawkers stall to accommodate the SMMEs	R 50 000 000.00
SMME Development	Qwa Qwa, Harrismith & Kestel	Information sessions, workshops and facilitations to acquire equipment and material for the SMMEs.	R 2000 000.00
Art & Craft Centre	Tshiame		R 8 795 000.00
Aluminium mine	Kestel	Feasibility study on the development of aluminium mine	R20 000 000.00
Polysilicon plant	Harrismith	Renewable solar energy upstream	R13.6b

TOURISM PROJECTS

Project Name	LOCATION	Project description	Budget (Estimated)
Mabolela Rural Development Project : Celebrating Life Of Thabo Mofutsanyana	Mabolela	Create Tourism Hub That Include Heritage Site (Museum, Sediba Samatitta, The Church, The House and the grave of Thabo Mofutsanyana), Greening and paving the access road to the facility.	R 25,000,000.00
Maluti Hae Lapeng Farm Development	Kgotso Farm situated on R57	Develop a Theme Park that will comprise mainly Of Water Slides, Swimming Pools, Donkey Race Festival, And Accommodation Facilities	.R 2,700.000.00
Upgrading of Phuthaditjhaba and Harrismith Information Centre	Harrismith & Phuthaditjhaba	Renovating Phuthaditjhaba and Harrismith Information Centre	R 2, 500,000.00
Establishment of Phuthaditjhaba Commercial park	Phuthaditjhaba.	Developing commercial park with water fall and business facilities	R 50,000.000.00
Establishment of Namahadi Commercial park	Thaba bosiu	Developing commercial park with recreational facilities	R 30,000,000.00

Project Name	LOCATION	Project description	Budget (Estimated)
Sentinel Peak Car Park Access, completion of 7 km road (Phase 3)	Tsheseng	Construct a 7 km pavement leading to Sentinel Peak and parking area	R 35,000,000.00
Upgrade Sefika sa Mopeli	Namahadi	To upgrade sefika sa Mopeli	R 2.5. 000,000.00
Sefika sa Batlokwa	Tsheseng	To upgrade sefika sa Batlokoa	R 2.5. 000,000.00
Access road to Qwanthani resort	Qwanthani Resort	Construct a 7.5 km road to Qwanthani resort	R 35,000,000.00
Establishment of Maluti youth lifestyle Centre (SASSS)	Phuthaditjhaba	Renovating and converting Phuthaditjhaba hall in to Maluti youth lifestyle centre (SASSS).The centre include the following Maluti Sterkinekor Cinema Film and Photography Studio, Media Production Studio, Maluti Times and Television Project, Digital Gaming & Entertainment, Outdoor Gym Facilities, Skate and Bike Park , Career Resource Centre, Technology Training Centre, Development Centre, Analytics/Intelligence Centre and Simulated Driving Centre.	R 50,000,000.00

ENVIRONMENTAL PROJECTS

Project Name	Location	Project Description	Budget
FS-Establishment of New Landfill site in Qwaqwa (Phase 2)	Portion 110 of the Farm Witsieshoek, 1903 Ward 34, 5 km from (Pereng).	The designing and construction of outstanding landfill cells, recycling facility (buy-back centre), compost facility, unsurfaced accesses road, ring road and storm-water drainage	R 20,000.000.00
Construction of 7.5 km road to landfill site	Pereng	Construction of 7km road to landfill site (Pereng)	R 30,000.000.00

Project Name	Location	Project Description	Budget
Allian plants clearing	Ward 19, 20, 21	Removal of allian clearing plants	R 25,000,000.00

I.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

NO	MAP SO	FSGDS	MTSF	NDP
I.5.1	To ensure proper budgetary processes	Support the life of existing mines and create new mining opportunities.	Mining Beneficiation Action Plan developed	Broaden ownership of assets to historically disadvantaged group
I.5.2	<p>To manage expenditure in accordance with the budget</p> <p>To ensure the safeguarding and proper recording of asset</p> <p>Recording and reporting on all financial matters</p>	<p>Improve the overall financial management in governance structures.</p> <p>Ensure clean audits and appropriate financing towards the growth and development of the province</p>	<p>Support for local suppliers for infrastructure programme.</p> <p>Enhance institutional capacity and improve investment decisions.</p> <p>Demonstrate good financial governance and management.</p> <p>Monitor financial reports and address deficiencies.</p> <p>Corruption within local government is tackled effectively and consistently.</p> <p>Capacity building and professionalizing supply chain management.</p> <p>Strengthen implementation of Financial Disclosure Framework</p>	A corruption free society, a high adherence to ethics throughout society and government that is accountable to the people

I.6. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENTS

NO	MAP SO	FSGDS	MTSF	NDP
I.6.1	To ensure effective administrative management and coordination of strategic issues by all managers	Establish a strong and capable political and administrative management cadre	Strengthen governance and management of institutions	A state that is capable of playing a developmental and transformative role
I.6.2	To review and appraise the control systems	Improve the link between citizens and the state to ensure accountability and responsive governance	Expand the production of highly skilled professionals and enhance innovation capacity	Staff at all levels has the authority, experience, competency and support they need to do their jobs
I.6.3	<p>To facilitate better communication integration and co-ordination within the municipality.</p> <p>To ensure consistent communication and better liaison among directorates.</p> <p>To communicate activities, programmes and successes of MAP.</p> <p>To communicate programmes and successes of the municipality.</p> <p>To facilitate better communication integration and co-ordination within the municipality</p>	Develop a skilled and capable public service workforce	<p>Improved performance of the skills development system.</p> <p>Public trust and credibility of local government improved.</p> <p>Quality of governance arrangement and political leadership enhanced.</p> <p>Municipalities demonstrate quality management and administrative practices.</p> <p>Efficient and effective management and operation system.</p> <p>Promote active citizenship and leadership</p>	Clear governance structures and stable leadership that enable state-owned enterprise (SOE's) to achieve their developmental potential

I.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

NO	MAP SO	FSGDS	MTSF	NDP
I.7.1	To ensure internal controls through effective internal auditing and accounting practices.	Improve the link between citizens and state to ensure accountability and responsive governance	Promote citizen-based monitoring of government service delivery	A state that is capable of playing a developmental and transformative role.
I.7.2	To monitor risk management process	Develop a skilled and capable public service workforce to support the growth and development trajectory for the province	<p>Promote community participation and crime prevention.</p> <p>Promote social cohesion and foster values</p>	<p>Promote citizen participation in governance</p> <p>Build a society where opportunity is not determined by race or birth</p>
I.7.3	<p>Improve ICT governance. To ensure proper coordination and management of IDP and performance review.</p> <p>To ensure an accountable and performance driven local government.</p> <p>To build inter-governmental partnerships between civil society, business community and to encourage responsible citizenship</p>		<p>Increased routine accountability of service delivery departments to citizens and other service users.</p> <p>Improve quality of training through PALAMA\the school of Government</p>	A public service immersed in the development agenda but insulated from undue political interference

SECTION J

J. ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

J.1 ALIGNMENT OF THE IDP WITH NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

National, Provincial or District Priorities	Objective and Purpose of alignment	Implications for the Maluti-A-Phofung
Accelerated and Shared Growth Initiative for South Africa	<p>The aims :–</p> <ul style="list-style-type: none"> • Obtain balanced growth in the country’s economy and its employment profile; • Invest in infrastructure as a way to stimulate economic growth and job creation, and lay the foundation for fast-tracking expansion of the national economy; • Target specific sector strategies and initiatives to further stimulate economic growth and job creation; • Invest in education and skills development; • Eliminating the second economy, by expanding women’s access to economic opportunities, promote SMMEs and BBBEEs, improve the small business regulatory environment and promote youth development; and • Stimulate the macro-environment to promote expanded economic growth. 	<p>The Maluti-A-Phofung’s LED Strategy and the objectives, strategies and programmes contained in this IDP related to economic development, of creation and SMME / BBBEE support</p>
New Growth Path (Department of Economic Affairs)	<p>Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy.</p> <ul style="list-style-type: none"> • The framework identifies investments in five key areas namely: energy, transport, communication, water and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation and maintenance of infrastructure. • The new growth path sees the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme. • Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically. <p>The New Growth Path identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector.</p> <ul style="list-style-type: none"> • Green economy: expansions in construction and the production of technologies for solar, wind and biofuels is 	<p>It is in the nature of the mandate of municipalities to contribute towards the aims of the New Growth Path, because it focus on energy, transport, water, sanitation and housing.</p> <p>The municipality is having a Tourism strategy, which also contribute towards achieving the aims of the New Growth Path.</p>

National, Provincial or District Priorities	Objective and Purpose of alignment	Implications for the Maluti-A-Phofung
	<p>supported by the draft Energy on Integrated Resource Plan.</p> <ul style="list-style-type: none"> • Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade. • Agriculture: jobs will be created by addressing the high input costs and upscaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment. • Mining: calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector. • Manufacturing: calls for re-industrialization in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018. • Tourism and other high-level services: hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent. 	
National Outcome 9	<p>Outcome 9 deals with responsive and accountable local government, and focus on achieving the following outputs:</p> <ul style="list-style-type: none"> • Implementing a differentiated approach to municipal financing, planning and support • Improving access to basic services • Implementing the Community Works Programme • Actions supportive of the human settlement outcome • Deepen democracy through a refined Ward Committee Model • Administrative and financial capability • A single window of coordination 	<p>Maluti-A-Phofung Municipality planned to structure its IDP and PMS and reporting systems processes according to the requirements of Outcome 9</p>

<p>State of the National Address</p>	<p>The municipality has also aligned its IDP with the commitments of the Hon. President Mr. Matamela Cyril Ramaphosa in the 2018 State of the Nation Speech on 16 February 2018. In this regard, mention could be made of the following:</p> <p>❑ <i>Our most grave and most pressing challenge is youth unemployment. It is therefore a matter of great urgency that we draw young people in far greater numbers into productive economic activity. Young South Africans will be moved to the centre of our economic agenda. They are already forming a greater proportion of the labour force on our infrastructure projects and are the primary beneficiaries of programmes such as the installation of solar water heaters and the war on leaks. We continue to draw young people in far greater numbers into productive economic activity through programmes such as the Employment Tax Incentive. If we are to respond effectively to the needs of youth, it is essential that young people articulate their views and are able to engage with government at the highest level. I will therefore be establishing a Youth Working Group that is representative of all young South Africans to ensure that our policies and programmes Advance their interests.</i></p> <p>❑ <i>Special economic zones remain important instruments we will use to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs. The process of industrialisation must be underpinned by transformation. Through measures like preferential procurement and the black industrialists programme, we are developing a new generation of black and women producers that are able to build enterprises of significant scale and capability. We will improve our capacity to support black professionals, deal decisively with companies that resist transformation, use competition policy to open markets up to new black entrants, and invest in the development of businesses in townships and rural areas. Radical economic transformation requires that we fundamentally improve the position of black women and communities in the economy, ensuring that they are owners, managers, producers and financiers.</i></p> <p>The objectives and strategies from this IDP supporting the commitment in the SONA:</p> <ol style="list-style-type: none"> 1. To create employment opportunities in the Maluti-A-Phofung municipal area 2. To create an environment conducive for investment and increased economic activity in the Maluti-A-Phofung municipal area 3. The Municipality's economic development strategy is currently informed by the Integrated Economic Development Framework. 4. However, in terms of affordability, the Municipality's economic development strategies for the 2017-2022 IDP cycle focuses on three key elements, namely:
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	<ul style="list-style-type: none"> • Job creation • Identify and develop economic development landmarks • Develop Harrismith (SEZ) as an economic development hub for manufacturing (industrial zones) • To create a business environment conducive for investment, with specific reference to ensuring that basic services are available to support such expansion • Promotion of targeted economic sectors, such as BBBEEs, SMMEs and local purchasing. <p>Strategy related to Cooperatives</p> <p>Cooperatives must be community driven</p>
Outcome 8: Create Sustainable Human Settlements and Improved Quality of Households	<p>Spatial divides hobble inclusive development</p> <p>Facilitate sustainable human settlements</p> <p>The municipality's resource constraints (as well as its limited status as a housing provider) force it to focus on infrastructure support, erven identification and development, the maintenance of information databases and the identification of beneficiaries in Government's housing programme.</p> <p>To ensure an effective Urban Planning that will promote proper spatial planning to address sustainable development and social cohesion</p> <p>The finalization of township establishment in all towns is a critical aim in the urban planning strategy of the Municipality.</p> <p>Housing:</p> <p>Ensure that the housing administration system of the municipality effectively supports sustainable human settlements</p> <p>Follow a phased process to the implementation of SPLUMA:</p> <ol style="list-style-type: none"> 1. Municipal co-operation 2. Establishing the municipal tribunal 3. Managing delegations 4. Conduct operations of the municipal tribunal 5. Drafting and approval of by-laws 6. Setting of targets <p>Budget allocations</p>
Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network	<p>The economy is unsustainably resource intensive</p> <p>We are promoting sustainable industries through our LED Strategy, with specific reference to agriculture and the establishment of cooperatives.</p> <p>Economic development: Minimize the impact of the declining mining sector and ensure that existing mining potential is harnessed; expand and diversify manufacturing opportunities; capitalize on transport and distribution opportunities; harness and increase tourism potential and opportunities</p>

	<p>Diversity and expansion of agricultural development and food security To create an environment conducive for investment and increased economic activity in the Maluti-A-Phofung municipal area. The Municipality's economic development strategy is currently informed by the Integrated Economic Development Framework.</p> <p>Strategy related to Cooperatives</p> <p>Cooperatives must be community driven</p>
<p>Outcome 2: A long and Healthy Life for All South Africans</p> <p>Outcome 13: An Inclusive and responsive Social Protection System</p>	<p>The public health system cannot meet demand or sustain quality</p> <p>Provide improved quality of health care</p> <p>Provide a healthy environment by establishing parks.</p> <p>We support local health facilities through infrastructure maintenance at clinics.</p>
<p>Outcome 12: An Efficient, Effective and Developmental Oriented Public Service</p>	<p>.Public services are uneven and often of poor quality</p> <p>Maluti-A-Phofung Municipality has made a firm commitment towards service excellence, both through institutional development, as well as implementation of the Batho Pele and outcome-based management philosophies and principles</p>
<p>Outcome 14: Transforming Society and Uniting the Country</p>	<p>South Africa remains a divided society</p> <p>Our municipality is addressing the divisions in its communities through its social cohesion initiatives and strategies.</p>
<p>Outcome 3: All People in South Africa are and Feel Safe</p>	<p>Curb crime and streamline criminal justice performance Effective traffic control, and to optimize revenue generation from the traffic control function.</p> <p>Attention must also be given to taxi ranks in all units of the municipality, but due to capacity constraints, this will be a medium to long-term objective</p> <p>Our municipality focus our attention on municipal policing. These initiatives are mostly restricted to traffic control and disaster assistance.</p>
<p>Outcome 10: Protect and Enhance Our Environmental Assets and Natural Resources</p>	<p>The municipality's core focus areas, as enabled by its budget and planning priorities, are as follow:</p> <ul style="list-style-type: none"> • To ensure good quality drinking water and waste water, and • Ensuring the integration of minimum requirements for environmental protection in all its strategies and projects.

J.2 ALIGNMENT OF PRIORITIES WITH NATIONAL KEY PERFORMANCE AREAS

Presidency had developed a strategy called National Development Plan 2030 to ensure that development becomes a success and that the well-being of majority of our communities is advanced. The National Development Plan 2030 provides the country vision for overall economic and social development, integrating policies, demographic shifts, and governance and state-capacity issues into a coherent framework.

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society.

It aims also to address the inequalities of the past in the education sector as it has been found that the quality of school education for most black learners is poor, apartheid spatial divide continues to dominate the landscape and amongst others is the youth development and over and above the legacy of apartheid continues to determine the life opportunities for the vast majority.

However, the Presidency after Monitoring and Evaluation Commission, in addressing the challenges reflected in the NDP 2030 strategy outlined priorities which will assist to seek economic synergy within our communities through economic emancipation and independency through the following priorities:

- ☐ Raising employment through faster economic growth;
- ☐ Improving the quality of education, skills development and innovation and
- ☐ Building the capability of the state to play a developmental, transformative role.

Development and economic advancement of Youth in our country is one of the priorities as it is in our municipality. Our Youth Strategic objectives are aligned to what the Minister of Economic Development Honourable Ebrahim Patel signed with Youth as Youth Employment Accord. According to Honourable Minister Ebrahim Patel ***“The Accord provides for a comprehensive approach, which includes incentives, commitments and action to address the problem from its starting point: inadequate skills formation. It provides for work experience through internships and, most importantly, new jobs for young people. To meet the numerical targets in the Youth Employment Accord, government entities will adjust regulations and tender conditions to bring more young people into infrastructure programmes, the green economy, call centres and other business process services.”***

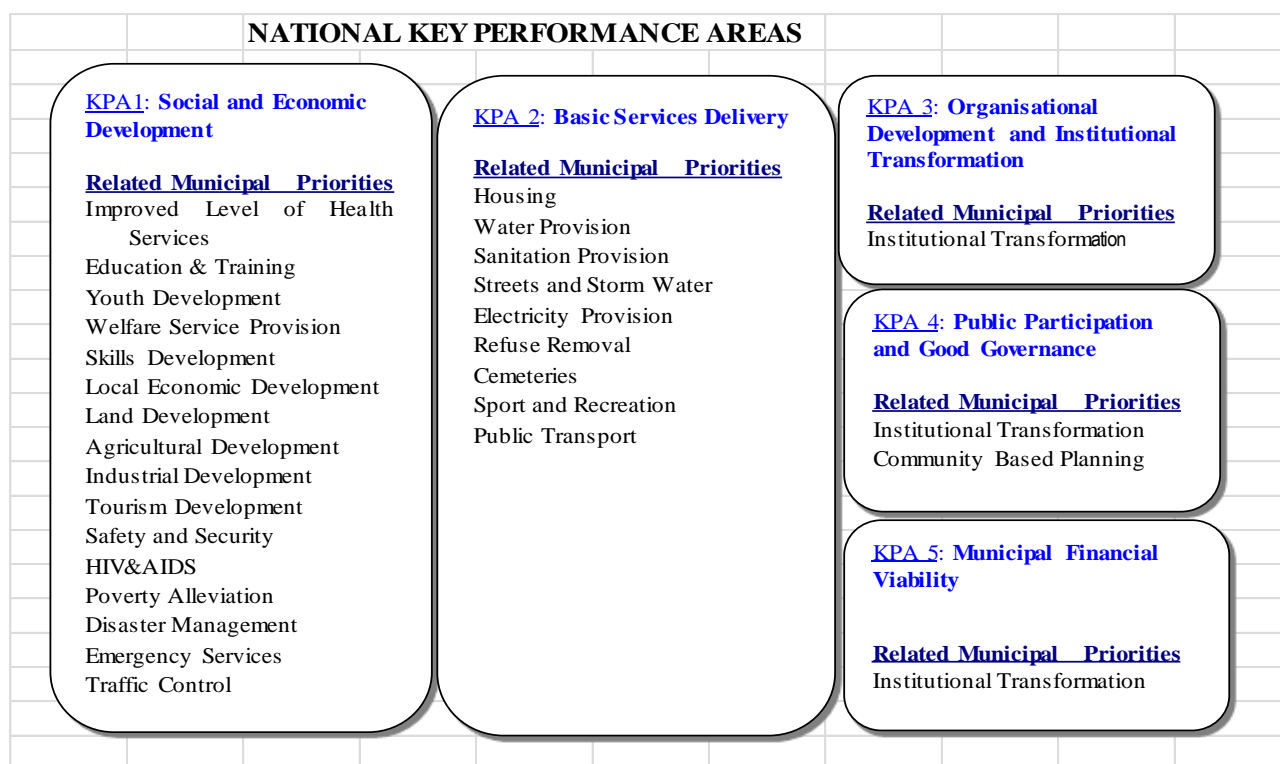
The Government is determined through effective and efficient implementation of National Development Plan 2030 to:-

Introduce active labour market policies and incentives to grow employment, particularly for young people and in sectors employing relatively low-skilled

❑ Expand public employment programmes to 1 million participants by 2015 and 2 million by 2020. As the number of formal- and informal-sector jobs expands, public work programmes can be scaled down.

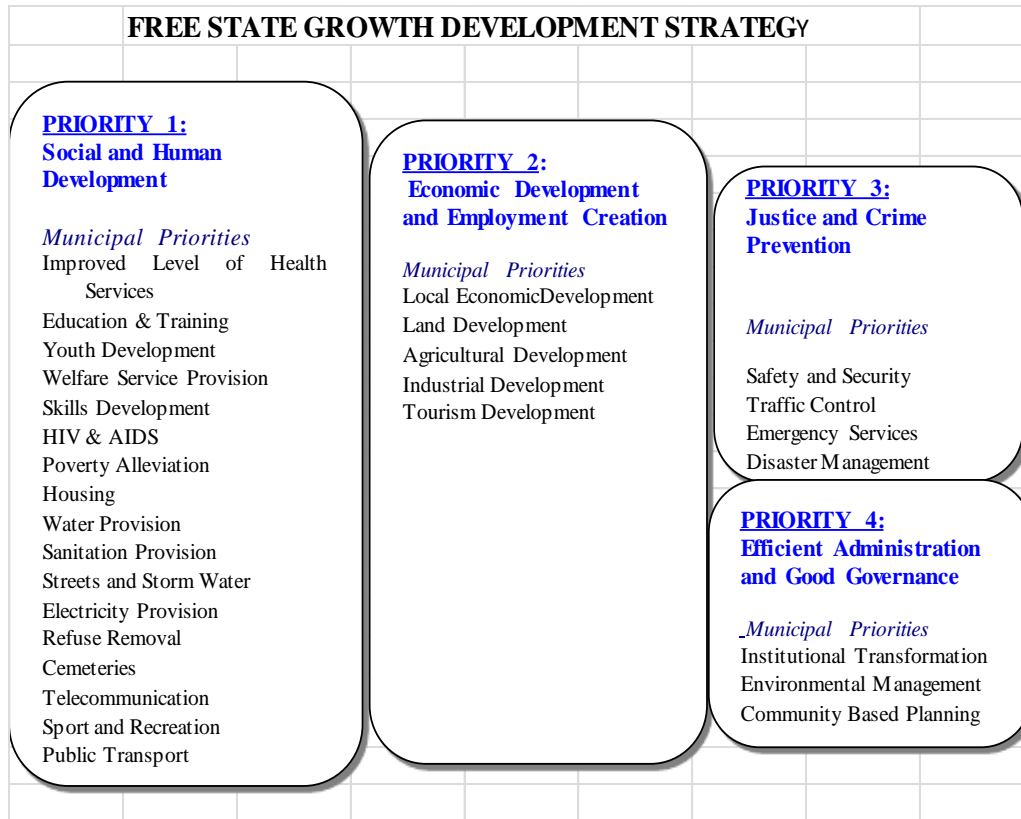
❑ Strengthen primary health-care services and broaden district-based health programmes, such as the community health worker and midwife programmes, and health education.

❑ Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence. The Municipal Systems Act provides in Section 38 for the preparation of a Municipal Performance Management System. Section 43 subsequently provides for regulations to determine general key performance indicators. These regulations were recently promulgated (Local Government: Municipal Planning and Performance Regulations, 2001, R.796 GN. 22605). The identified IDP Priorities were measured against the general key performance areas and are represented as follows:



Municipal Priorities aligned to Free State Growth Development Strategy

The Free State Growth and Development Strategy for 2005/2014 was prepared during 2005 and specific development priorities were identified for the next 9-year development cycle in the province. These priorities were set as guidelines for the Local Municipalities to identify their respective IDP priorities. In order to achieve alignment it was necessary to measure identified IDP priorities against the priorities of the Free State Growth and Development Strategy and the achieved alignment as represented below:



Alignment with Provincial Government Sector Department Strategic Objectives

The legislative mandate compels Municipalities to align their activities, programmes and projects with those of the other two spheres of government. Like other municipalities, Maluti-A-Phofung municipality through Thabo Mofutsanyana District Municipality's Intergovernmental Relations Forum as required by the Intergovernmental Relations Framework Act, discusses developmental issues to synchronise planning and implementation of such issues. Municipal, provincial and national strategies and budgets need to be aligned and rationalised to support integration, co-ordination, planning and implementation across spheres of government with regard to intergovernmental priorities. It is within this context that this strategic blueprint reflects the anticipated 2016/2017 sector department's programmes and projects (please refer to the project list as provided herein that provides an account of the nature of project that varied government departments will be implementing within the municipal area during the MTREF period).

SECTION K

K. PROGRAMMES AND PROJECTS OF THE OTHER SPHERES

K.1 PROJECT LISTS

K.1.1 DEPARTMENT OF HEALTH

Facility Name	Project Name	Delivery Mechanism (Procurement Strategy: Individual or Packaged Project)	Projects Activities (All activities to be performed under this project should be listed)	Funding Source	Construction Start Date	Construction End-Date
Mofumahadi Manapo Hospital	Construction of EMS Station: Qwa-Qwa (Manapo Hospital)	Individual Project	Construction of EMS Station: Qwa-Qwa (Manapo Hospital)	HFRG	01 April 2017	31 March 2018
Various Facilities	Upgrades Clinics: Thabo Mofutsanyane District	Packaged Program	Upgrades Clinics: Thabo Mofutsanyane District	HFRG	01 April 2018	31 March 2019
Intabazwe Clinic	Upgrading of Intabazwe Clinic	Packaged Program	Upgrade and additions to meet Ideal Clinic Standards	HFRG		
Various Facilities	Refurbishment of Clinics: Thabo Mofutsanyane District	Packaged Program	Refurbishment of Clinics: Thabo Mofutsanyane District	HFRG	01 April 2018	31 March 2019
Sekamotho Mota Clinic	Refurbishment of Sekamotho Mota Clinic	Packaged Program	1. Emergency / resuscitation room , Facility manager office, b. Medical/bio- hazardous waste area, Drying area (for mops etc), 2. Refurbishment of the entire clinic	HFRG		

Thabang Clinic	Refurbishment of Thabang Clinic	Packaged Program	1. Treatment room, Multipurpose meeting room , Staff tea room with kitchenette, Medicine collection kiosk (CCMDD), Laundry, Dirty utility room , b. Disabled parking, a. Domestic/general waste area, b. Medical/bio-hazardous waste area, Garden store room , Drying area (for mops etc), 2. Refurbishment of the entire clinic	HFRG		
Nthabiseng Clinic	Refurbishment of entire Nthabiseng Clinic	Packaged Program	1. Main waiting area, Help desk / reception / patient registration , b. Toilets , Sub-waiting area, Multipurpose meeting room , Staff tea room with kitchenette, Laundry, Dirty utility room , c. Ambulance parking, a. Domestic/general waste area, b. Medical/bio-hazardous waste area, Garden store room , Drying area (for mops etc),	HFRG		

Various Facilities	District Hospitals Refurbishment and replacement of Generators	Packaged Program	Refurbishment and replacement of Generators	HFRG	01 June 2014	31 March 2020
Various Facilities	District Hospitals Refurbishment and Replacement of Boilers	Packaged Program	Refurbishment and Replacement of Boilers	HFRG	01 June 2014	31 March 2020
Thebe Hospital	Refurbishment of Thebe Hospital	Individual Project	Refurbishment of Thebe Hospital	HFRG		
Elizabeth Ross Hospital	Refurbishment of Elizabeth Ross Hospital	Individual Project	Refurbishment of Elizabeth Ross Hospital	HFRG		
Various Facilities	Provincial Hospitals Refurbishment and Replacement of Boilers	Packaged Program		HFRG		
Various Facilities	Provincial Hospitals Refurbish and replacement Mechanical Equipment (Lifts, Aircons, Calorifiers, Autoclaves, etc.)	Packaged Program		HFRG		

Various Facilities	Provincial Hospitals Refurbishment and replacement of Generators	Packaged Program	Projects Activities (All activities to be performed under this project should be listed)	HFRG		
Mofumahadi Manapo Hospital	Refurbishment of Mofumahadi Manapo Mopeli Hospital	Individual Project	Refurbishment of Mofumahadi Manapo Mopeli Hospital	HFRG	01 April 2017	31 March 2020
Mofumahadi Manapo Hospital	Refurbishment of Manapo Dr's Residence	Individual Project	Refurbishment of Manapo Dr's Residence	HFRG	01 March 2018	30 August 2019
		TBC				
Various Facilities	Maintenance District Hospitals Thabo Mofutsanyane	Packaged Program		HFRG		
Various Facilities	Maintenance EMS Rescue Services	Individual Projects	Maintenance EMS Rescue Services	HFRG		

K.1.2 DEPARTMENT OF EDUCATION: 2018/19 PROJECT LIST**IN-HOUSE PROJECTS IMPLEMENTED BY EDUCATION**

Name of school	Project Type	District	Town
Intabazwe P/S	New admin	Thabo Mofutsanyana	Harrismth
Justice Lefuma	6 classrooms	Thabo Mofutsanyana	QwaQwa
Nhlakanipho	1 toilet block	Thabo Mofutsanyana	Harrismith
Naka	Educators toilet	Thabo Mofutsanyana	QwaQwa
Mohlakaneng	2 toilet blocks	Thabo Mofutsanyana	QwaQwa
Justice Lefuma	3 x Grade R	Thabo Mofutsanyana	QwaQwa
Paballong	3 x Grade R	Thabo Mofutsanyana	QwaQwa
Thiboloha	3 x Grade R	Thabo Mofutsanyana	QwaQwa
Dipelaneng E49	Nutrition Centres	Thabo Mofutsanyana	Kestell
Makwane E49	Nutrition Centres	Thabo Mofutsanyana	QwaQwa
Qwabi E49	Nutrition Centres	Thabo Mofutsanyana	QwaQwa
Retief	Refurbishment/renovation of hostel	Thabo Mofutsanyana	Kestell
Mampoi	Refurbishment/renovation of hostel	Thabo Mofutsanyana	QwaQwa
Tshitso	Refurbishment of Admin block - completion	Thabo Mofutsanyana	QwaQwa

K.1.3 DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE**CAPITAL PROJECTS IMPLEMENTED BY PUBLIC WORKS & INFRASTRUCTURE**

Name of school	Project Type	District	Town
Morena Tshohisi	New School	Thabo Mofutsanyana	Harrismith

K.1.4 DEPARTMENT OF POLICE ROADS AND TRANSPORT PROJECTS: 2018/19

LIST OF PROJECTS PER DISTRICT & TOWN ON 2018 MTEF

District	Project	Total Allocation Amount
Thabo Mofutsanyana	<ul style="list-style-type: none"> Qwa Qwa Route 4 Harrismith Internal Route (Tshame Bus Route) Tshame Bus routes Regravelling 	R 121 million (The whole district)

K.1.5 PRMG PROJECTS

2018 MTEF OPERATIONAL BUDGET: PRMG PROJECTS								
Project name	Start Date	End Date	Total Budget	2018 / 19				
				Budget 18/19	30% Sub-contracting	Jobs to be created	Current Status	Comments
1. Rehabilitation, renovations and refurbishments (CAP)								
Qwa Qwa Route 4	01-Mar-14	31-Mar-20	250 000 000	20 000 000	N/A	212	Ongoing	Contractor on Site
2. Maintenance and Repairs (CUR)								
Harrismith Internal Road: Tsiamé Bus Route	01-Jun-16	31-Mar-19	100 000 000	20 000 000	4 380	71	Ongoing	Contractor on Site

Towns	Project Description	Poverty pockets	Time Frame					Stakeholders							Functions				Functiona l Region Number		Commodity Region							Location							Project Priority Score (0-5)							
			2018/2019	2019/2020	2020/2021	2021/2022	Longterm	DMR	DESTEA	DARD	ROADS	HEALTH	COGTA	EDUCATION	Program 3		Program 4 & 5				Locate project on the RDP Implementation Plan	Not Agriculture related	Cereal	Fruit & Veggies	Fats & Oils	Poultry	Protein	Protein Game	AgriHub	FPSU	1Hh1Ha	50/50	ALDRI	Other	Water	Cluster	Poverty Pocket	Agriculture Focus Region	AgriPark/FPSU	Total		
															RID	REID	NARYSEC	Land Reform	RECAP	Property																					Tenure	Restitution
Harrismith	PSP for the designs and construction monitoring for Makholokoeng FPSU Logistics Centre and Bulk Services	M	x											X									10	x													5	5	5	5	5	25
Harrismith	Drilling and equipping of the boreholes for the APPDP Projects in Makholokoeng, Farm Randfontein 1880, Gedult Farm and Sivukile Project (Paul Roux)	M					x							X									10	x											3	3	3	3	3	15		
Harrismith	PSP for the designs and construction monitoring for Namahadi Hall	Medium	x											X									10	x											3	3	3	3	3	15		
Harrismith	Construction of Namahadi Hall	Medium		x										X									10	x											3	3	3	3	3	15		
	Merino Walk No. 1536, Portion 1 of the farm Merino Hoek No. 202, & Katdoringfontein No. 379																	X					5			X	X	X	X	X	X		X				?	5	3	5	3	16
	Rem Ext of Bronkhorspruit 142; Rooihoogte No 908; Koeienfontein No 839																	X					7			X	X	X	X	X	X		X				?	5	3	5	3	16
	Ptn 3 and Rem of Strypan No 1787																	X					7			X	X	X	X	X	X		X				?	5	3	5	3	16